



## Chapter 1

### The Problem and Its Background

Job satisfaction is the attitude an employee has towards his or her job. It is concerned with several attitudes including attitudes about the job characteristics, compensation, benefits, status, social security, advancement opportunities, technological challenges and respect. An employee is satisfied with the workload if he/she has the required competencies and skills. A well paid employee with extra- work benefits is also satisfied. Employment status and security of tenure that are in place helps employees to be more satisfied. Likewise, personal advancement opportunity for employees enhances job satisfaction. All these contribute to high level of job satisfaction among the employees in the organization. This is supported by the claim that work, pay, promotion, supervision and co-workers are the most widely used factors of job satisfaction (Tanjeen, 2013).

The employees served as one of the most important factors in the success of the company. They served as the lifeblood of the organization in carrying out the programs and activities aimed to achieve the goals of the company. Their excellent performance of the tasks assigned to them ensured productive outcomes for their company. They considered their work as a



fulfillment of the responsibility in achieving organizational objectives. Such achievement is a result of their satisfaction towards their job. A satisfied employee is a committed employee, an employee who has the intention to remain with the organization due to the perceived job satisfaction and organizational support (Aziri, 2011). Job satisfaction is a concept based on the premise that the happiest worker is also the most productive worker; therefore, their job is not considered work at all. Job satisfaction as a feeling that can produce a positive or negative effect toward one's roles and responsibilities at work and added that it is important to understand the concept of job satisfaction as there is no single way to satisfy all workers in the workplace.

Employee attitudes typically reflect the success of the company. Happy employees are highly satisfied in their job. As a result, the employees deliver excellent services to the clients. As such, the clients are delighted on the delivery of services of the company which improves company profits. Hence, it is imperative for every organization to develop strategies that can help improve working environment, increase employee's morale and satisfaction and eventually enhance employee performance and productivity (Singh & Dr. Jain, 2013).



Today, job satisfaction level of individuals working in an organization has great importance in terms of organization's success, physiological and psychological well-being of themselves and social welfare. Therefore, despite plenty of theoretical and applied studies since the first half of the 20th century, the issue of job satisfaction to fill the gaps in the literature and to respond to today's needs to be examined from different angles continues to be an ongoing issue.

Employees at Verizon Communications Philippines Inc. were passionate and satisfied with their jobs. Employees matter to the success of the company because they were motivated to work by their managers who made them feel valued and respected, who were interested in employee's training and development, and who wanted to see their employees to become better, more productive and successful in the organization.

Verizon offered better pay and benefits that is comparable with other organizations, from performance-based incentives, allowances, health insurance, provident and life insurance, and tuition assistance program for learning and development. Employees were supported financially, professionally and personally. Company policies were transparent, fair and applied equally to all employees. It encouraged employees to develop a social aspect to their jobs as well as develop a sense of teamwork. Co-worker



relationship benefited the organization as a whole since teamwork is a very important aspect of organizational productivity and success. Facilities and equipment were upgraded and ensured where employees had adequate personal workspace. Employees are given the freedom and sense of ownership of their work and realized that were responsible for the outcome of their work. The company also maintained its policy on work-life balance. It recognized the delicate balancing act that its employees performed between their personal and work life. The organization offered opportunities for higher position to the qualified employees provided that they apply for the higher position. However, as to job security, the employees were not guaranteed that the job was secured as long as he/she wished to stay.

Verizon Communications was created on June 30, 2000 by Bell Atlantic Corp. and GTE Corp., in one of the largest mergers in U.S. business history. GTE and Bell Atlantic evolved and grew through decades of mergers, acquisitions and divestitures. Today, Verizon is a global technology company delivering the promise of the digital world to millions of customers every day.

Verizon Communications is committed to provide the highest level of satisfaction to its employees. It adheres to the highest ethical standards as an equal opportunity employer. It is committed to a workplace free from unlawful



discrimination and harassment. It also provide equal employment opportunity to all persons without regard to race, color, religion, age, gender, sexual orientation, gender identity and expression, national origin, disability, marital status, citizenship status, veteran status, military status or other legally protected classifications.

Verizon also promotes values that foster human rights. Verizon's human rights policy, adopted in 2009, creates an environment of respect, integrity and fairness for the employees and customers wherever the company does business, and it expects its business partners to operate the same way. Verizon also believes that individuals should be compensated equitably for similar work.

At Verizon Communications Philippines Inc., it is more than just a place to work, it is a place where talented people come to collaborate, inspire one another, and achieve a purpose for work, for life, and for our world. When the company succeeds, the team of employees also succeeds, not just at work, but in life. Verizon creates an engaging employee experience in which employee's work makes a difference. The culture encourages employees to innovate and thrive for challenges, build the world's most awesome networks and deliver personal technology solutions that make life better. However, there is no current study being done in the organization pertaining to understand the level of the



job satisfaction. However, one possible reason for employees to not be satisfied while working at Verizon is due to low morale. Low morale is attributed to lack of communication and trust, negative feedback from supervisors, inflexible working conditions, and departmental layoffs.

Within this context, the researcher was motivated to conduct a study to determine the level of job satisfaction among the employees of Verizon Communications Philippines Inc. Specifically it would analyze working conditions, turnover intention, pay and promotion, job security, job training and development and employee empowerment as the factors affecting the satisfaction level of the employees.

### **Theoretical Framework**

This study was anchored on the two-factor theory of Frederick Herzberg. The factors that affected job satisfaction were divided into two categories. Hygiene factors surrounded the doing of the job. They included supervision, interpersonal relations, physical working conditions, salary, company policy and administration, benefits, and job security. Motivation factors led to positive job attitudes because they satisfied the need for self-actualization. Motivation factors were achievement, recognition, the work itself, responsibility, and advancement.



This study focused on the factors such as working conditions, pay and benefits, promotion, job security, job training and development, and employee empowerment. The researcher believed that these factors were important to employee as these factors reflect the degree of pleasure or happiness to their job in general induces. Without these factors there were no gauge to measure their job satisfaction.

### Conceptual Framework

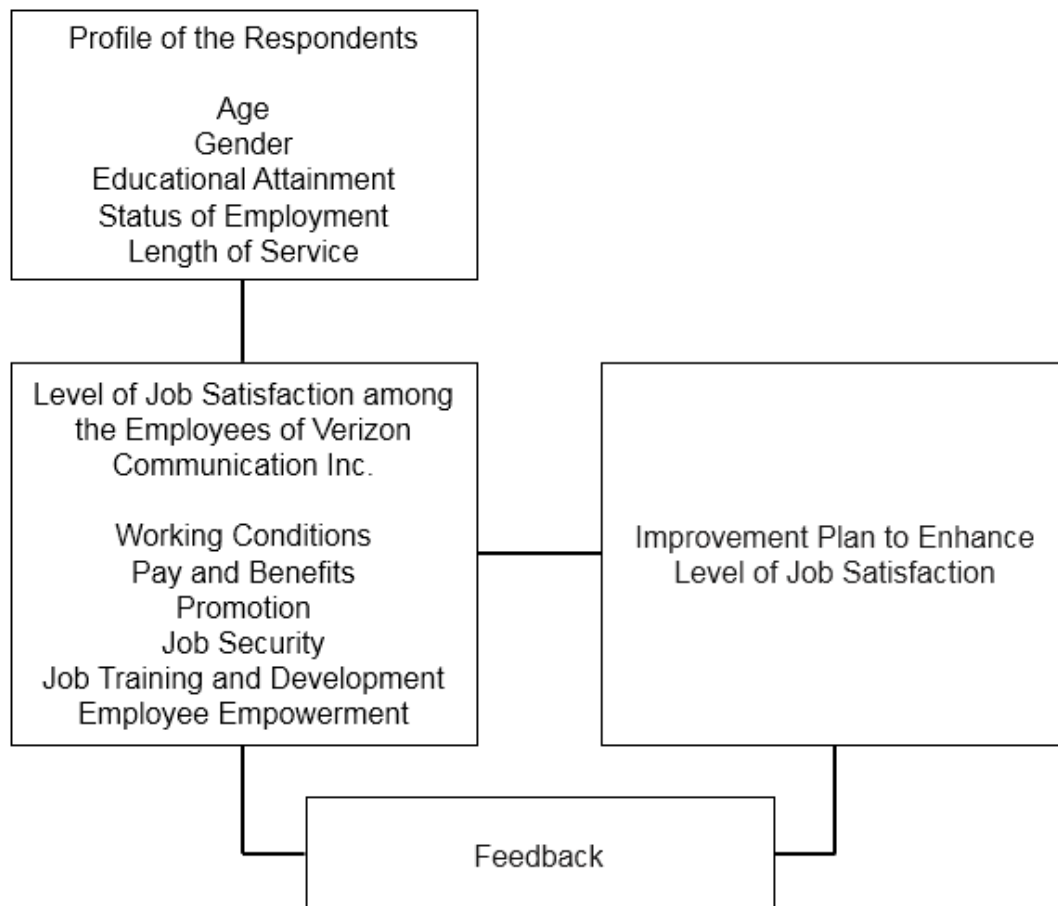


Figure 1. Conceptual Framework of the Study



### Research Paradigm

Figure 1 shows the interplay of the variables of the study. The input presents the profile of the respondents serves as the grouping variable to determine if significant difference exists in the level of job satisfaction. The profile variable includes the age, gender, educational attainment, status of employment, and length of service. The topic variables assessed as to its level of job satisfaction and tested if difference exist when grouped according to profile. The analysis is expected to have an output which is the improvement plan.

The process determines the level of job satisfaction among employees of Verizon Communications Philippines Inc. by assessing the following variables, namely; working conditions, pay and benefits, promotion, job security, job training and development, and employee empowerment. The analysis of the level of job satisfaction focuses on determining if significant difference exist when grouped by the profile of the employees.

The output serves as the basis in developing an improvement plan to enhance the level of job satisfaction of Verizon Communications Philippines Inc.





### Statement of the Problem

This study aimed to determine the level of job satisfaction among the employees of the Verizon Communications Philippines Inc. The findings of the study served as basis for developing an improvement plan.

1. What is the profile of the employee in according to;

- 1.1 age;
- 1.2 gender;
- 1.3 educational attainment;
- 1.4 status of employment; and
- 1.5 length of service?

2. What is the level of job satisfaction among the employees of Verizon Communications Philippines Inc. in terms of;

- 2.1. Working Conditions;
- 2.2 Pay and Benefits;
- 2.3 Promotion;
- 2.4 Job Security;
- 2.5 Job training and development; and
- 2.6 Employee empowerment?



3. Is there a significant difference in the level of job satisfaction among the employees of Verizon Communications Philippines Inc. when grouped according to their profile?

4. Based on the findings of the study, what improvement plan can be crafted to enhance the level of job satisfaction among the employees of Verizon Communications Philippines Inc.?

### Hypothesis

The research is examined through the following hypothesis:

H<sub>0</sub>: There is no significant difference on the level of job satisfaction among the employees of Verizon Communications Philippines Inc. when grouped according to their profile?

### Scope and Limitation

With reference to the thrust of the undertaking, the following were observed:

#### 1. SETTING

This study was conducted at Verizon Communications Philippines Inc., which is located at Northgate Cyberzone, Alabang Muntinlupa.



## 2. SUBJECT

This study focused on analyzing the level of job satisfaction among employees of Verizon Communications Philippines Inc. in relation to the following factors:

- Working conditions
- Pay and benefits
- Promotion
- Job security
- Job training and Development
- Employee Empowerment

## 3. RESPONDENTS

Currently employed employees of Verizon Communications Philippines Inc.

## 4. TIME-FRAME

This study was conducted during the second semester of SY 2016-2017.



### Significance of the Study

The researcher believed that the results of this study would be beneficial to the following:

**Human Resource of Verizon Communications Philippines Inc.** The results of this study would provide good opportunity for the human resource to understand the influence of the level of factors affecting job satisfaction and to take necessary actions to eliminate and strengthen the factors which affect job satisfaction that may be found weak in enhancing the level of job satisfaction. To establish new facilities and policies which would be essential in motivating the employees and enhancing their level of job satisfaction.

**Managers of Verizon Communications Philippines Inc.** The results of this study would help the managers to understand and improve the level of the satisfaction among their subordinates. This study could also helps the managers to improve their skills in managing their subordinates and maintain employees' job satisfaction. The managers could increase their effectiveness by getting a better grasp on the real needs of their subordinates.

**Academic Knowledge.** This study would not only contribute substantially to the extant academic knowledge but also make a significant



contribution to business practices. This study could also serve as a guide to measure and understand employee's level job satisfaction better and to the researchers who would be making an improvement plan to increase employee's level of job satisfaction.

**Future Researchers.** This study could offer guidelines to future researchers in terms of data collection techniques. They could be guided how to manage people, provide them job security, motivate, train and develop them, and provide incentives, subsidies, good working conditions, promotion, health and benefits.

### Definition of Terms

For a better understanding and for purposes of clarity of certain terms are used in the study, the following terminology hereunder contextually and/or operationally defined:

**Working Conditions.** This refers to the working environment and all existing circumstances affecting labor in the workplace, including job hours, physical aspects, legal rights and responsibilities.

**Pay and Benefits.** This refers to the compensation/salary and other monetary and non-monetary benefits passed on by a firm to its employees.



**Promotion.** This refers to the advancement of an employee's rank, salary, duties and/or designation within an organization.

**Job Training and Development.** This refers to any attempt to improve current or future employee performance by increasing an employee's ability to perform through learning, usually by changing the employee's attitude or increasing employee's skills and knowledge.

**Job Security.** This refers to an assurance of an employee without the risk of becoming unemployed. Continuity in employment and it may be from the terms of a contract of employment, collective bargaining agreement, or labor legislation that prevents arbitrary termination.

**Employee Empowerment.** This refers to giving an employee a certain degree of autonomy and responsibility for decision-making regarding their specific organizational tasks.



## Chapter 2

### Review of Related Literature and Studies

This chapter moves to the theoretical context of level of affecting job satisfaction by examining the relevant literature. The review of the literature led in identifying the gaps in the current literature to be explored in this thesis. The literature review thus set the parameters for the conceptual framework, and hypothesis to be tested in this research were developed based on it.

The study of job satisfaction is a topic of wide interest to both people who work in organizations and people who study them. Researchers have attempted to identify the various components of job satisfaction that measure the relative importance of each component of job satisfaction and examine what effects these components have on employees' productivity.

There is no universally accepted definition of employee satisfaction, but there are many definitions of job satisfaction in the literature. The reason is that job satisfaction means different things to different people, since people are affected by various different factors including personal characteristics, needs, values, feelings and expectancies. Also, it varies from organization to organization, since job satisfaction is influenced by different factors such as



working environment, job characteristic, opportunities for employees and working environment differ according to organization (Harputlu, 2014).

### **Job Satisfaction**

Job satisfaction can be defined as one's feelings or state of mind regarding the nature of their work. Every job can provide a level of satisfaction (Chughati & Perveen, 2013). On the other hand, the level of this satisfaction varies from person to person because of the fact that an employee's job appraisal process is affected by personal characteristics, needs, values, feelings, and expectancies; similarly, it varies from organization to organization, such as job characteristics, organizational policies, opportunities offered to employees, and working environment differ according to organization.

According to the study of Tanjeen (2013), Job Satisfaction is simply how people feel about their jobs. It is the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs. It can also be a reflection of good treatment and an indicator of emotional well-being. Job satisfaction is an emotional response to a job situation. As such, it cannot be seen; it can only be inferred. Job satisfaction is often determined by how well outcomes meet or exceed expectations. The factors that are point of high concern to employees regarding their satisfaction are job security, promotion, relationship with their superiors. It





is also said that job satisfaction can affect employee's performance, confidence level and behavior which is vital for the success of an organization.

According to the study of Aziri (2011), Job satisfaction is employee's sense of achievement and success on the Job which is perceived to be directly linked to productivity as well as to personal well-being. Furthermore, it implies doing a job one enjoys, doing it well, being rewarded for one's efforts, implies enthusiasm and happiness with one's work. Job satisfaction can be considered as one of the main factors when it comes to efficiency and effectiveness of business organizations. Keeping employees satisfied helps strengthen a business organization in many ways, including lower turnover, higher productivity, increased profits and loyalty while the negative consequences are lack of loyalty, increased absenteeism, increase number of accidents or incidents and could endanger company's profit.

Job satisfaction is a multifaceted construct with a variety of definitions and related concepts, which has been studied in a variety of disciplines for many years to now (Rast & Tourani, 2012).



### Herzberg Theory

Herzberg published the two-factor theory in 1959 and cited in the study of Neog & Barua (2014), it was mentioned that according to Frederick Herzberg, an American Behavioural scientist in his two factor theory suggested that intrinsic factors like work itself, responsibility, and achievement were related to job satisfaction, while extrinsic factors like supervision, pay, company policies and working conditions were associated with job dissatisfaction. According to him the factors leading to job satisfaction were separate and discrete from those that led to job dissatisfaction. He identified hygiene factors like company policy, administration, supervision, salary, recognition, achievement and growth.

Herzberg's two-factor theory was mentioned on the study of Tan & Waheed (2011), the factors are divided into two (2) dimensions, "motivators" and "hygiene". According to him, certain factors that would directly motivate employees and cause satisfaction were intrinsic factors. Herzberg called these factors as the "motivators" which give the intrinsic satisfaction: the need for self-actualization and grow. The motivators were based on personal perceptions and internal feelings; including achievement, experience, the work itself, responsibility, changing status through promotion and opportunity for growth and advancement. On the other hand, "hygiene" factors, which led to extrinsic satisfaction and caused dissatisfaction, included; supervision, interpersonal



relationships, recognition, management, company policy and administration, promotion, salaries and benefits, status, job security and physical working conditions.

According to the study of Ghafoor (2012), Herzberg's two-factor theory described that the primary determinants of employee satisfaction were intrinsic factors, because employees were motivated to obtain more of them. If the motivator factors were not provided by the institution, individuals would be dissatisfied, as, dissatisfaction was caused by hygiene factors. Absence of hygiene factors contributed to job dissatisfaction but their presence did not contribute to satisfaction. In other words, when the hygiene factors were not met, dissatisfaction occurred and they did not motivate employees. Herzberg two-factor theory was also mentioned in the study of Krishna & Maithreyi (2016), factors such as achievement, recognition responsibility etc., were satisfiers, the presence of which caused satisfaction but their absence did not result in dissatisfaction on the other hand the factors such as supervision salary, working conditions, etc., were dis-satisfiers the absence of which cause dissatisfaction however their presence did not result in job satisfaction. This theory is considered invalid as a person can get both satisfaction and dissatisfaction at the same time.



### **Studies about Factors Affecting Job Satisfaction**

A study concluded by Parvin & Kabir (2011), service quality could be improved and employee satisfaction could be increased through Employee job satisfaction. Work conditions, fairness, promotion and salary were the key factors affecting employees' job satisfaction. Most of the employees would like to receive fairness with regards to salary or promotion and companies could create fair competitive environment, these improves employee job attitudes. In this study, it concluded that fairness could increase job satisfaction and organization performance as satisfied employees offer good services for the company.

According to the result of the study of Qasim, Cheema & Syed (2012), work environment had the highest magnitude that contributed towards the highest level of job satisfaction of a multinational company's employees. The study concluded that in order to gain competitive advantage and adapt to the dramatic changing environment it was important for them to achieve management efficiency by increasing employee satisfaction in the organization.

According to Rast & Tourani (2012), there were important factors that had an impact on job satisfaction were supervision, relationship with co-workers, present pay, nature of work, and opportunities for promotion. While Rizwan et



al. (2013), mentioned other key factors which were useful for the satisfaction of the employees i.e. workplace environment, reward and recognition, training and development and team work. These factors helped to make the policies effective and through this effectiveness, efficiency took place in the management process.

According to the study conducted by Neog & Barua (2014), it proved that salary or monetary value was the main motivator for the employees, it was found out that some employees do overtime only because of money or overtime bonus. Though, work life balance, supervisor support, job security, and working environment played a significant role on employee's job satisfaction still the importance of money in this case could be underestimated. Working environment was the second important motivator, a healthy working condition, healthy employee supervisor relationship was very important factor to increase job satisfaction.

According to the study of Amir et al. (2014), there were numerous factors affecting the employees' job satisfaction but five (5) factors, namely working conditions, pay & promotion, job security, fairness and relations with co-workers. Organizations have to invest on its employees to satisfy its employees. The Study included five (5) independent variables working condition, pay and



promotion, job security, relation with co-workers, and fairness and one (1) dependent variable that is employee job satisfaction. Based on the findings, all the five (5) independent variables had strong and positive effect on employee job satisfaction if any of the independent was increased satisfaction level would also be increased. Rewards given by organization to its employees should be clear and motivating. Rewards should include both intrinsic and extrinsic benefits. They must be on performance basis. Working environment must be safe and healthy. There should be no disturbance in working environment so that employees could do their work with their full potential.

Based on the result of the study of Elnaga and Imran (2014), employee empowerment was one of the most effective ways of helping employees to utilize their creative abilities to improve their performance within the organization they work for. Employee's empowerment played an important role in increasing the company's performance. They suggested different points of view on the problem of democratizing the working environment. It was very important to create a democratic environment in the company and follow principles of employee involvement. They emphasized that as long as people in the company were motivated to think creatively, influenced their own schedule, provided the monitoring of their own performance, and participated in the activities of the



company, they would have much higher performance. They argued that it was very important to empower employees.

The findings of the study of Mohd et al. (2016), Work environment was found to have a great impact on employee engagement where it showed that respondents felt the environment was more important to engagement of employees. Work environment did not only need to be conducive but also needed to be free for employee to contribute their effort towards the organization. This would result in employees feeling committed and passionate towards their job and organization.

Based on the study of Saeed et al. (2014), it established to get a clearer view of the level of satisfaction of the employees in various telecom companies. The main concerns were the relative importance and need of different job satisfaction factors and how they contribute to the overall satisfaction of the employees. Another field of focus is the impact of different things, such as experience, age and sex on job satisfaction. The results deduced represent employee relations, salary, fringe supervision, and efficiency as the most important factors influencing job satisfaction. It was seen that job satisfaction was good in telecommunication companies. The study was utilized in understanding the importance of the environment in which the employees work,



pay, fairness, promotion, job security, supervisors, and co-worker relationships and their effect on job satisfaction. The overall job satisfaction of the employees in the telecom sector was at the positive level. Hence, the study was mainly undertaken to investigate on the significance of factors such as working conditions, pay and promotion, job security, fairness, relationship with co-workers and supervisors in affecting the job satisfaction.

### **Factors Affecting Job Satisfaction**

According to the study of Singh & Dr. Jain (2013), the importance of employee's satisfaction for the organization are enhanced employee retention, increase productivity, increase customer satisfaction, reduce turnover, recruiting, and training costs, reduced wastages and breakages, reduced accidents, reduced absenteeism, enhanced customer satisfaction and loyalty, more energetic employees, improved teamwork, higher quality products and/or services due to more competent, energized employees, and improves a corporate image. While the importance of employee's satisfaction for the employee were, they care about the quality of their work, they create and deliver superior value to the customer, they were more committed to the organization and their work was more productive. The study concluded that policy makers and managers should provide different kinds of facilities and develop strategies that strengthen the work environment that will result to higher profits for the





business organization, great customer service and customer retention. Self-motivated human resource has a great importance in professional business life (Khalatbari, Ghorbanshiroudi, & Firouzbakhsh, 2013). Therefore, job satisfaction, has aroused great interests from the field of management, social psychology, and practice in recent years (Trivellasa, Reklitisa, & Platis, 2013; Zhu, 2013). According to the study of Hina, Zamir, & Nudrat (2014), when organizations structure their system, keeping in view the needs of the employees and focus their attention on the provision of resources to meet these needs, it is called employee benefits. Employee benefits can be referred to the benefits that were provided to the employees in addition to their salary.

**Working Condition**, According to Tanjeen (2013) “as employee spends most of the time in an organization, it is essential for the organization to introduce and maintain proper working conditions. Organization should provide its employee’s all the necessary resources and update all the information essential to do a job. This will help employees to accomplish tasks successfully and which indeed contribute to job satisfaction” (p.81).

**Pay and Benefits**, According to Malik, Danish, & Munir (2012), “Pay is an imperative factor for job satisfaction, however other related factor are like promotion, recognition, job involvement and commitment are also taken into



account” (p.7) This could simply be mean the base pay or salary of an employee. While, benefits are provided addition to employee’s salary (Hina, Zamir, & Nudrat, 2014).

**Promotion**, According to Malik, Danish, & Munir (2012), “Promotion is a shifting of an employee for a job with higher significance and higher compensation. Another definition of promotion is the reassignment of an employee to a higher-rank of job” (p.7).

**Job Security**, Taamneh & AL-Gharaibeh (2014), “Employment security as a term is often used interchangeably with work security and job security, job security is the security of a continued employment in the same occupation with the same employer. Conceptually, work security and employment security are broader concepts, including, among other things: self-employment, employment security, the confidence of being able to keep, find or create gainful employment, now and in the future, based on the development of your own human capital and in well-functioning institutions” (p. 61). According to Akpan (2013), Job security is an important factor in employee commitment. Job security induces employee commitment in any work situation.



**Job Training and Development**, Masood et al. (2014) “to increase in quality of their performance, training is the process of civilizing the skills, skills and knowledge of people which molds their thinking and hints. We can say that it is a constant process of deep concern for most of the studies. Training is vital and fertile for both employee and organizational improvement. To achieve individual development Employee training provides prospects to employees broaden their knowledge and capacities for more well-organized teamwork” (pp. 102-103).

**Employee Empowerment**, Employee`s commitment reaction is strongly related with the employee empowerment. Employee`s abilities and qualification matters and it really depends on the job for which the employee is being hired, if answer is positive then the employee would effort passionately and would have better sense of belongingness to the organization, (Da Silva, Hutcheson, & Wahl, 2010). Employee Empowerment is a way to improve the employee satisfaction. Wrong hiring for the organization could impact the productivity negatively and could increase turnover percentage, employees will be more willing to leave the organization sooner, and giving them a sense of empowerment can raise their motivations and performance. Job satisfaction and perceived service quality is strongly positively associated with the employee empowerment.



## Synthesis

Job satisfaction was considered to be of prime importance for almost everybody because of the pleasure and sense of happiness it brings to the employees. Job satisfaction as defined in the study of Chughati & Perveen (2013) and Tanjeen (2013), it is in regard to one's feelings or state of mind regarding the nature of their work or how people feel about their jobs. It was also defined in the study of Aziri (2011), as a sense of achievement and success on the job, perceived to be directly linked to productivity as well as to personal well-being, implies doing a job one enjoys, doing it well, being rewarded for one's efforts, implies enthusiasm and happiness with one's work.

It was discussed from the study of Neog and Barua (2014) that an American Behavioural scientist named Frederick Herzberg developed and published Two-Factor theory in 1959, who identified certain factors as satisfiers and dissatisfies. Herzberg summarized his findings by saying that the factors involved in producing job satisfaction and motivation are separate and distinct from the factors that lead to job dissatisfaction. The opposite of job satisfaction is not job dissatisfaction but rather, no job satisfaction; and similarly, the opposite of job dissatisfaction is not job satisfaction but no job dissatisfaction. To understand the attitude and behaviour of people about their jobs, there are two different needs of human beings involved. One set of needs stems from



humanlike basic, essential and biological needs, the built-in desire to avoid pain from the environment. The other set of needs relates to that unique human characteristics, the ability to achieve and through achievement, to experience psychological growth. He further stated that the growth or motivation factors that are intrinsic to the job are: achievement, recognition for achievement, interesting work, responsibility, and growth or new challenges. On the other hand, the dissatisfaction avoidance or hygiene factors that are extrinsic to the job include company policy and administration, superiors, interpersonal relationships, working conditions, salary, status, and job security. Finally, Herzberg said that the job content related to achievement was the strongest motivator or factor that led to extreme satisfaction. Yet, job content and achievement was not a one-time proposition, but rather a continuous management concern. The very nature of motivation as opposed to the hygiene factors was that they have a much longer-term effect on employee's attitudes and behaviour and job satisfaction. Generally, the things that make people satisfied and motivated on the job were different. Even today, ask employees what made the employee unhappy at work, were inconsiderate boss, low salary, an uncomfortable working surrounding, etc. Such hygiene things when managed badly, made people miserable and they could truly be demotivating and even when managed brilliantly, they did not motivate anybody much harder or smarter. People were only motivated by interesting work, challenge, recognition for achievement, and



increasing responsibility. These intrinsic factors answered people's deep-seated need for growth and achievement.

Based on the results of the studies discussed on this chapter, Herzberg's two-factor theory were all used and mentioned as one of their theories to determine the level or factors affecting job satisfaction of an employee. Result of the studies determined that the factors mostly affected job satisfaction were working conditions, pay and benefits, promotion, job security, job training and development, and employee empowerment. Working conditions as a factor of job satisfaction included the influence of subjective factors related to the employee, the impact of environmental factors and the impact of organizational factors that were primarily related to the organization of production. Pay or basic salary referred to all forms of pay going to employees and arising from their employment, it is simply the monetary value given to the employees in return of their services while benefits are non-financial form of compensation offered in addition to cash salary to enrich employees' lives. Employee benefits were not performance-based, they were membership-based. Employees received benefits regardless of their performances. Promotion is the advancement of an employee's position within the organization. A job promotion is a result of an employee's proactive pursuit of a higher ranking or as a reward by employers for an excellent performance. Typically it is also associated with a higher rate of



pay or financial bonus or additional benefit. Job Security is the probability that an individual keep, his or her job. A high level of job security is an assurance that an employee keeps the job without the risk of becoming unemployed. The employee would have continuity in employment and it might be from the terms of a contract of employment, collective bargaining agreement, or labour legislation that prevents arbitrary termination. Training and development of an employee is any attempt to improve current or future employee performance by increasing an employee's ability to perform through learning, usually by changing employee's attitude or increasing his or her skills and knowledge. Employee empowerment is giving the employees skills, opportunity, as well holding them responsible and accountable for outcomes for their actions that contributed to their competence and satisfaction.

Additionally, all these factors motivated the researchers to determine the level of job satisfaction among the employees of Verizon Communications Philippines Inc. to provide a basis for developing an improvement plan that would enable the employees to achieve the said job satisfaction through self-actualization.



## Chapter 3

### Methodology

This chapter deals with the methods and the procedures to be used in conducting the study. This includes the research design, population and sampling, respondents of the study, research instrument, validation of research instrument, data gathering procedure, and the statistical treatment applied in the analysis of data.

#### Research Method to be Used

The researcher used the descriptive-comparative research method. The descriptive research determined the profile of the respondents and the level of factors affecting job satisfaction among employees of Verizon Communications Philippines Inc. On the other hand, the comparative research method used to determine if significant differences exist on the assessment of the respondents on the level of factors affecting the job satisfaction among the employees of Verizon Communications Philippines Inc. when grouped according to their profile.





### **Population and Sampling**

Random Sampling is a method of selecting a random sample from statistical population in such a way that every possible sample that could be selected has predetermined probability of being selected. The researcher found this sampling method appropriate; therefore, it was utilized in this study.

Using random sampling each member of the population has an equal chance of being selected as subject. The entire process of sampling is done in a single step with each subject selected independently of the other members of the population. This works well for population with a variety of attributes like the employees in Verizon Communications Philippines Inc.

The employees in this research included all the personnel of Verizon Communications Philippines Inc. who are on permanent and probationary status.

### **Respondents of the Study**

The respondents of the study were the employees of Verizon Communications Philippines Inc. Out of the 600 employees, 240 employees served as respondents based on the Slovin's formula.



### **Research Instruments**

The main research instrument for this study was the survey questionnaire which was developed by the researcher. The survey questionnaire used for data gathering because of the high level of literacy of the respondents and it is the most widely used and acceptable instrument in non-experimental studies involving large population.

The researcher used a number of extrinsic and intrinsic variables in the research instrument which strongly contributed to this exploratory research design. The Survey questionnaire composed of two parts: the profile of the employees and the indicators that determined the level of the factors affecting job satisfaction.

### **Validation of Research Instrument**

The survey questionnaire in this study as submitted to the adviser in order to gather initial comments and suggestions for improvement. After enhancements had been made, this self-made survey questionnaire was validated by the experts who were perfectly chosen by my thesis adviser, Dr. Jay P. Cabrera, CPA, Ph. D, to truly uphold the standard of the institution. They were Dr. Jocelyn Mendoza, a faculty member from Graduate School of Business Administration and Professor Rina Perez a faculty member from the College of



Business Administration for further improvement. Finally, all comments and suggestions were integrated in the finalized version of the instrument.

Pre-test was conducted in at least one unit or group of employees at Verizon Communications Philippines Inc. who were not involved in the study, as additional test for the validity and reliability of the questionnaire.

### **Data Gathering Procedure**

The research phase were conducted during the Year 2016-2017 entailing the following activities:

1. A survey-questionnaire drafted by the researcher and presented to their professor for approval.
2. The researcher made a letter asking for permission to conduct a survey to a particular office and department of the company.
3. After retrieving the questionnaire, the researcher prepared the tally sheet and prepared the tables for statistical treatment, presentation, analysis, and interpretation.



### Statistical Treatment of Data

To interpret the data effectively, the researcher employed the following statistical treatment. The Frequency, Percentage, Mean, Standard Deviation, T-test and ANOVA were the tools use to interpret data.

1. Frequency count, was used to determine the number of occurrences of an indicator of a nominal variable.
2. Percentage, was used to determine the fraction of the whole of a particular occurrences in a nominal variable.
3. Mean, was used to determine the central tendency of the responses of the employees on the factors affecting job satisfaction using the likert scale.
4. Standard deviation, was used to determine the spread of the assessment of the employees based on its mean values.
5. t-test, was utilized if significant difference exist in the assessment of the factors affecting the job satisfaction of the employees when grouped according to two variables.
6. f-test / ANOVA, was employed if significant difference exist in the assessment of the factors affecting the job satisfaction of the employees when grouped according to more than two variables.



## Chapter 4

### Presentation, Analysis and Interpretation of Data

The purpose of this study is to determine the level of job satisfaction among the employees Verizon Communications Philippines Inc. The outcome of the study is discussed in detail throughout this chapter and served as basis in developing an improvement plan to enhance the level of job satisfaction.

#### Profile of the Respondents

The profile variables of the employees are: age, gender, educational attainment, status of employment, and length of service. Each of these is presented in tabular form followed by its presentation and analysis.



Age	Frequency	Percentage
21 to 30 years old	67	27.9
31 to 40 years old	156	65
41 to 50 years old	13	5.4
51 years old and above	4	1.7
<b>Gender</b>		
Male	152	63.3
Female	88	36.7
<b>Employment Status</b>		
Probationary	5	2.1
Permanent	235	97.9
<b>Educational Attainment</b>		
High School	2	0.8
Bachelor's Degree	230	95.8
Master's Degree	8	3.3
Doctorate Degree	0	0
<b>Length of Service</b>		
Less than 10 years	225	93.8
10 to 20 years	11	4.6
21 years and above	4	1.7

Table 1 presents the frequency and percentage distribution of employees when grouped according to age, gender, employment status, educational attainment, and length of service. The distribution is varied with age ranging from 21 years old and above.

The largest group by age range is 31 to 40 years old consisting of 156 employees or 65 percent. The age range 21 to 30 years old is in second with 67 employees or 27.9 percent. The age range 41 to 50 years old is in third rank with 13 employees or 5.4 percent and the age range 51 years old and above



was the last with 4 employees or 1.7 percent. The result shows that the majority of the employees are from age range 31 to 40 years old which is more likely in their middle age who prefer to stay. Furthermore, they are experienced employees who are currently employed at Verizon Communications Philippines Inc.

As also shown in the table, the results show that the male employees composed the larger group consisting of 152 employees or 63.3 percent. The remaining are the female employees constituted the smaller group consisting 88 employees or 36.7 percent. This shows that there are more male employees than female employees in the company. This could also show that there are more male interested working in telecommunications industry.

In terms of employment status, the majority of the employees are permanent consisting of 235 employees or 97.9 percent. The remaining are those currently in probationary status of employment with 5 employees or 2.1 percent. The result shows that majority of the employees are currently in permanent status of employment at Verizon Communications Philippines Inc. This suggests that majority of the employees at Verizon Communications Philippines Inc. are in permanent status of employment which indicates they are



privileged to have all the employee benefits, employee preferred working conditions and a competitive pay that Verizon has to offer.

With regards to educational attainment, the majority of the employees have bachelor's degree consisting of 230 employees or 95.8 percent followed by master's degree holder with 8 employees or 3.3 percent, ranking third are high school graduate employees that consists of 2 employees or 0.8 percent. The data revealed that majority of the employees have Bachelor's Degree and this suggests that the company prefers employees who are professionals. In terms of higher degree of education, this could show that employees should utilize the tuition assistance program provided by the company as part of employee benefit to pursue continuing education or post graduate than Bachelor's degree.

Lastly, in terms of length of service the majority of the employees are currently employed with less than 10 years comprising of 225 employees or 93.8 percent followed by 10 to 20 years of service consisting of 11 employees or 4.6 percent, third are employees who are currently employed of 21 years and above with 4 employees or 1.7 percent. The result shows that majority of the employees are currently employed with less than 10 years at Verizon Communications Philippines Inc. only few are staying in the company for more





than 10 years. This could be one of the result of the company's implementation of reduction in work force if the company needs to reduce cost and some of the employees might be leaving the company not reaching 10 years of service because they are moderately satisfied with the job security in the company.

### **Level of Job Satisfaction Among Employees of Verizon Communications Philippines Inc.**

Tables 2 to 7 show the assessment of the employees on the level of job satisfaction among the employees of Verizon Communications Philippines Inc. with regard to the following variables: working conditions, pay and benefits, promotion, job security, job training and development and employee empowerment.

In assessing the level of job satisfaction among the employees of Verizon Communications Philippines Inc. are based on the six variables and their respective indicators, responses are based on the five-point likert rating scale ranging from 5 as "Very Highly Satisfied", 4 as "Highly Satisfied", 3 as "Moderately Satisfied", 2 as "Slightly Satisfied" to 1, "Not Satisfied".



## Working Conditions

Table 2 provides the results of the assessment of the employees on the level of job satisfaction with regard to working conditions.

**Table 2: Level of Job Satisfaction Among the Employees of Verizon Communications Philippines Inc. with Regard to Working Conditions**

Indicators of Working Conditions	Mean	Interpretation
1. My working hours are reasonable.	3.9417	Highly Satisfied
2. My leader carries a good relation with me.	3.8500	Highly Satisfied
3. My office premises are clean and pleasant.	3.5167	Highly Satisfied
4. I am able to access resources and all information necessary to do a job are available.	3.7208	Highly Satisfied
5. I have a comfortable personal workspace.	3.6458	Highly Satisfied
6. I am satisfied with the time available for lunch and breaks.	3.4979	Moderately Satisfied
7. I am satisfied with my surrounding environment and general layout of the office.	3.4875	Moderately Satisfied
<b>Composite Mean</b>	<b>3.6636</b>	<b>Highly Satisfied</b>

**Legend:**

<b>SCALE</b>	<b>NUMERICAL RATING</b>	<b>DESCRIPTIVE RATING</b>
5	4.51 – 5.00	Very Highly Satisfied
4	3.51 – 4.50	Highly Satisfied
3	2.51 – 3.50	Moderately Satisfied
2	1.51 – 2.50	Slightly Satisfied
1	1.00 – 1.50	Not Satisfied

Shown in Table 2 is the assessment of the employees on the level of job satisfaction with regard to working conditions. The level of job satisfaction among the employees of Verizon Communications Philippines Inc. with regard



to working conditions obtained a composite mean of 3.6636 which is interpreted as highly satisfied. This means that the employees are highly satisfied with regard to working conditions at Verizon Communications Philippines Inc. This also means that the organization provide them with an environment which is conducive for their job. Furthermore, this implies that employees become more productive in their work due to good working conditions.

The indicator of working conditions as ranked as the highest with the mean value of 3.9417 is “my working hours are reasonable”. The indicator is interpreted to mean that the employees are highly satisfied with their working hours. This means that reasonable working hours is a significant indicator of the employee’s level of job satisfaction with regard to working conditions. The company offers eight (8) hours of work per day, two (2) days off a week, a shifting schedule, work-life balance and an overtime pay in case the employee exceeds within 8 hours of work.

The indicator of working conditions as ranked as the lowest with the mean value of 3.4875 is “I am satisfied with my surrounding environment and general layout of the office”. This means that employees are moderately satisfied with the surrounding environment and general layout of the office. The employees might be facing difficulties in their work area as they are sitting near each other



and hot seating might feel uncomfortable with the other employees. Air conditioning could also be the reason which is sometimes too cold in the workspace area. Not spacious workspace could also be one of the reasons why this indicator resulted to be the lowest mean value for working conditions.

Based from the result of the level of job satisfaction, it shows that working conditions it is an important factor for job satisfaction because it help employees to become more productive in their work. It is imperative for every organization to develop strategies that can help improve working environment as it can increase employee's morale and satisfaction and eventually enhance employee performance and productivity (Singh & Dr. Jain, 2013). According to the result of the study of Qasim, Cheema & Syed (2012), work environment has the highest magnitude that is contributing towards the highest level of job satisfaction of a multinational company's employees.

### **Pay and Benefits**

Table 3 provides the results of the assessment of the employees on the level of job satisfaction with regard to pay and benefits.



**Table 3: Level of Job Satisfaction Among the Employees of Verizon Communications Philippines Inc. with Regard to Pay and Benefits**

Pay and Benefits	Mean	Interpretation
1. I am satisfied with the retirement and provident plan provided.	3.8417	Highly Satisfied
2. I am satisfied with the compensation I get and matches with my responsibility.	3.4875	Moderately Satisfied
3. I am satisfied with the life insurance coverage and disability insurance.	4.0083	Highly Satisfied
4. I am satisfied with the coverage of health and well-being provided.	4.1375	Highly Satisfied
5. I am happy with my current salary and future earning potential.	3.1500	Moderately Satisfied
6. I am happy with the other allowances given to me apart from my base salary.	2.8833	Moderately Satisfied
7. I am happy with the annual increment provided by my organization.	2.8458	Moderately Satisfied
<b>Composite Mean</b>	<b>3.4792</b>	<b>Moderately Satisfied</b>

**Legend:**

<b>SCALE</b>	<b>NUMERICAL RATING</b>	<b>DESCRIPTIVE RATING</b>
5	4.51 – 5.00	Very Highly Satisfied
4	3.51 – 4.50	Highly Satisfied
3	2.51 – 3.50	Moderately Satisfied
2	1.51 – 2.50	Slightly Satisfied
1	1.00 – 1.50	Not Satisfied

Shown in Table 3 is the assessment of the employees on the level of job satisfaction with regard to pay and benefits. The level of job satisfaction among the employees of Verizon Communications Philippines Inc. with regard to pay and benefits has composite mean of 3.4792 which is interpreted as moderately



satisfied. This means that the employees are moderately satisfied with their basic pay salary and yearly merit increase opportunities. This also means that the employees are moderately satisfied with the benefits such as competitive healthcare, life insurance coverage, retirement, and provident plan provided by Verizon Communications Philippines Inc. Employees who are satisfied with their pay and benefits are more productive. This suggests that the company should review and align the basic pay of all the employees according to their performance, tenure, and market value.

The indicator of pay and benefits as ranked as the highest with the mean value of 4.1375 is “I am satisfied with the coverage of health and well-being provided”. The indicator is interpreted to mean that the employees is highly satisfied with the coverage of health and well-being provided as an indicator of pay and benefits at Verizon Communications Philippines Inc. This means that the coverage of healthcare and well-being provided to the employees is a significant aspect on the employee’s job satisfaction with regard to pay and benefits. Verizon communications Inc. in the Philippines provides competitive healthcare coverage to its employees. The coverage of this healthcare benefit includes the employee and its dependents, hospitalization, reimbursement of purchased medicines, dental care, optical care, immunization, and maternity benefits.



The indicator of pay and benefits as ranked as with the lowest with the mean value of 2.8458 is “I am happy with the annual increment provided by my organization” which is interpreted as moderately satisfied. This means that employees are moderately satisfied with the annual increment on their base salary provided by Verizon Communications Philippines Inc. The employees are moderately satisfied with the salary increment provided by the company because they perceived it to be very low. However, on the part of the employer, they cannot provide a higher salary rate because no matter how high each employee has performed or achieved, the employee salary rate as compared to market value of the same position to industry rates is still higher, granting them a conclusion not to provide a higher rate two (2) or three (3) percent.

The findings of this assessment are supported by Malik, Danish, & Munir (2012), “Pay is an imperative factor for job satisfaction; however, other related factor are like promotion, recognition, job involvement, and commitment are also taken into account” (p.7). While, benefits are provided addition to employee’s salary (Hina, Zamir, & Nudrat, 2014).

### **Promotion**

Table 4 provides the results of the assessment of the employees on the level of job satisfaction with regard to promotion.



**Table 4: Level of Job Satisfaction Among the Employees of Verizon Communications Philippines Inc. with Regard to Promotion.**

Promotion	Mean	Interpretation
1. My organization awards job promotions fairly and without bias.	2.7647	Moderately Satisfied
2. I am satisfied with the promotion policy & process of the organization.	2.6387	Moderately Satisfied
3. I am happy with my career progression with the organization so far.	2.8075	Moderately Satisfied
4. I have career opportunities present in my organization.	2.7824	Moderately Satisfied
5. My organization's human resource discusses current job vacancies and post internal vacancies.	3.1381	Moderately Satisfied
6. I am satisfied with my organization which provides merit-based promotion from a group of qualifying employees when a vacancy occurs.	2.7490	Moderately Satisfied
7. I am satisfied with my organization that follows a career ladder to promote their employees.	2.7071	Moderately Satisfied
<b>Composite Mean</b>	<b>2.7832</b>	<b>Moderately Satisfied</b>

**Legend:**

<b>SCALE</b>	<b>NUMERICAL RATING</b>	<b>DESCRIPTIVE RATING</b>
5	4.51 – 5.00	Very Highly Satisfied
4	3.51 – 4.50	Highly Satisfied
3	2.51 – 3.50	Moderately Satisfied
2	1.51 – 2.50	Slightly Satisfied
1	1.00 – 1.50	Not Satisfied

Shown in Table 4 is the assessment of the employees on the level of job satisfaction with regard to promotion. The level of job satisfaction among the employees of Verizon Communications Philippines Inc. with regard to promotion has composite mean of 2.7832. This means that the employees are moderately satisfied with regard to promotion at Verizon Communications Philippines Inc.





The company prioritizes the internal recruitment if there are job vacancies within the organization. Employees will be aware with these job vacancies and employees can apply if the job requirements are met. In this regard, the employee can measure or initiates the application in case they want to transfer to other group for career development. Likewise, employee can apply for a higher rank.

The indicator of promotion as ranked as with the highest with mean value of 3.1381 is “my organization’s human resources discusses current job vacancies and post internal vacancies”. The indicator is interpreted as moderately satisfied when the organization’s human resources discusses current job vacancies and post internal vacancies as an indicator of promotion at Verizon Communications Philippines Inc. The employees are moderately satisfied with the way the company presented job vacancies. Information dissemination on job vacancies is very important in filling up vacant positions. Internal recruitment and placement of available human resources that are already in the organization is a good practice since these employees are familiar with work environment.

The indicator of promotion as ranked as the lowest with the mean value of 2.6387 is “I am satisfied with the promotion policy & process of the



organization”. This indicator means that the employees moderately satisfied with the promotion policy and process of Verizon Communications Philippines Inc. to promote their employees. This shows that the promotion policy or the process of promoting an employee to a higher rank is not clear with the employees that are currently employed or it does not exist. Furthermore, Verizon Communications Philippines Inc. should develop a promotion policy scheme to motivate the employees to be more productive and this implies that the need to enhance the promotion policy and process for the company. A periodic evaluation should be in place to determine the employees who are promotable and review of promotion policy of the company to consider promotion based on tenure, capacity and performance of the employee.

Competitive pay and benefits ensure a company to attract the top talent available in the industry. When deciding between potential job offers, employees often look to the pay and benefits first. Benefits help ensure a prospective candidate sticks with the company. The result of the assessment is supported by the study of Malik, Danish, & Munir (2012), job promotion is a result of an employee’s proactive pursuit of a higher ranking or as a reward by employers for an excellent performance.



## Job Security

Table 5 provides the results of the assessment of the employees on the level of job satisfaction with regard to job security.

**Table 5: Level of Job Satisfaction Among the Employees of Verizon Communications Philippines Inc. with Regard to Job Security.**

Job Security	Mean	Interpretation
1. I have sense of secured future in this job.	3.0958	Moderately Satisfied
2. My job provides me stability.	3.2500	Moderately Satisfied
3. My job provides me tenure.	3.3167	Moderately Satisfied
4. I am satisfied with my labor agreement on my current organization.	3.3333	Moderately Satisfied
5. I am satisfied on what is implied on my contract of employment.	3.3500	Moderately Satisfied
6. My organization encouraged transparency and clear communication with its employees.	3.1875	Moderately Satisfied
7. My organization provides a future timeline of your career development within the organization.	2.8708	Moderately Satisfied
<b>Composite Mean</b>	<b>3.2006</b>	<b>Moderately Satisfied</b>

**Legend:**

SCALE	NUMERICAL RATING	DESCRIPTIVE RATING
5	4.51 – 5.00	Very Highly Satisfied
4	3.51 – 4.50	Highly Satisfied
3	2.51 – 3.50	Moderately Satisfied
2	1.51 – 2.50	Slightly Satisfied
1	1.00 – 1.50	Not Satisfied

Shown in Table 5 is the assessment of the employees on the level of job satisfaction with regard to job security. The level of job satisfaction among the employees of Verizon Communications Philippines Inc. with regard to job security yielded a composite mean of 3.2006. This means that the employees



are moderately satisfied with regard to job security at Verizon Communications Philippines Inc. This means that job security induces employee commitment in any work situation. An employee with a secure job is more productive and loyal in the workforce. Accordingly, job security is a factor of job satisfaction. In this case job security practices of Verizon Communications Philippines Inc. should be geared towards high level of satisfaction.

The indicator of job security as ranked as the highest with the mean value of 3.3500 is “I am satisfied on what is implied on my contract of employment”. The indicator is interpreted as moderately satisfied with what is implied on employee’s contract of employment as an indicator of job security in the organization. This means that employee’s contract of employment which was agreed upon is a significant aspect on the employee’s job satisfaction with regard to job security. This implies that an employee should have high job security to effectively perform their task.

The indicator of job security as ranked as the lowest with the mean value of 2.8798 is “my organization provides a future timeline of your career development within the organization”. This indicator means that the employees are moderately satisfied at Verizon Communications Philippines Inc. are providing employee’s career development within the organization. Since this is



the lowest mean scored for this assessment this shows that Verizon Communications Philippines Inc. may have less communication to its employees regarding their career development within the organization. Verizon Communications Philippines Inc. does not often communicate to its employee's career development plan for the organization. This could result to employee dissatisfaction and may have low morale in the organization. Verizon Communications Philippines Inc. should provide transparency and clear communication to its employees with regard to employee's career development in the organization.

The above findings is supported by the findings of Akpan (2013), Job security is an important factor in employee commitment. Which means tenure provides employee job security. Employees will settle into a position that are more likely to achieve long-term career goals, position themselves better financially, and gain marketable skills that appeal to future employers.

### **Job Training and Development**

Table 6 provides the results of the assessment of the employees on the level of job satisfaction with regard to job training and development.



**Table 6: Level of Job Satisfaction Among the Employees of Verizon Communications Philippines Inc. with Regard to Job Training and Development.**

Job Training and Development	Mean	Interpretation
1. I am encouraged by the management to seek professional development.	3.3792	Moderately Satisfied
2. My development plan as an employee is seen as a key to success rather than a cost to the organization.	3.2750	Moderately Satisfied
3. My organization considers training and development as part of organizational strategy.	3.1708	Moderately Satisfied
4. I am satisfied with the adequate job related training programs provided by my organization.	2.8625	Moderately Satisfied
5. I have clear path of my career development.	3.0542	Moderately Satisfied
6. I am satisfied with the leadership development program offered by my organization.	3.1167	Moderately Satisfied
7. I have many opportunities to learn new things in my organization.	3.0625	Moderately Satisfied
<b>Composite Mean</b>	<b>3.132</b>	<b>Moderately Satisfied</b>

**Legend:**

<b>SCALE</b>	<b>NUMERICAL RATING</b>	<b>DESCRIPTIVE RATING</b>
5	4.51 – 5.00	Very Highly Satisfied
4	3.51 – 4.50	Highly Satisfied
3	2.51 – 3.50	Moderately Satisfied
2	1.51 – 2.50	Slightly Satisfied
1	1.00 – 1.50	Not Satisfied

Shown in Table 6 is the assessment of the employees on the level of job satisfaction with regard to job training and development. The level of job satisfaction among the employees of Verizon Communications Philippines Inc. with regard to job training and development has composite mean of 3.132. This means that the employees are moderately satisfied with regard to job training



and development at Verizon Communications Philippines Inc. This means that Verizon management encouraged their employees to seek professional development and provides development plan for employee's career growth. Employees may use their tuition assistance fund and available online trainings and books provided by Verizon Communications Philippines Inc. Furthermore, the findings revealed that training and development should be a primary focus of the company. Human resource development should start with assessment of the training needs of the employees. Training programs should be based on training needs analysis.

The indicator of job training and development as ranked as the highest with the mean value of 3.3792 is "I am encouraged by the management to seek professional development". The indicator is interpreted as moderately satisfied with regard to the encouragement of the management to its employees to seek professional development as an indicator of job training and development in the organization. This means that encouragement from the management to its employees to seek professional development is a significant aspect on the employee's job satisfaction with regard to job training and development. Employees at Verizon Communications Philippines Inc. are encouraged for to take further steps on their career development and it is being discussed annually by their managers. Enhancing these skills and competencies should be



conducted to equip employees the necessary skills toward the attainment of organization goals.

The indicator of job training and development as ranked as the lowest mean value of 2.8625 is “I am satisfied with the adequate job related training programs provided by my organization”. This indicator means that the employees are moderately satisfied at Verizon Communications Philippines Inc. with regard to the provision of adequate job related training programs. This means that Verizon Communications Philippines Inc. could not provide adequate job related training programs to all of its employees. This also means that Verizon Communications Philippines Inc. should continue or pursue to provide adequate job related training programs that will nourish employee’s learning and development. This shows that the tuition assistance program as part of employee benefit is not being utilized by the employees to enroll on job related training programs that is available on any training center for information technology since it is only limited for school and aiming for another or a higher degree of education.

Most employees have some weaknesses in the workplace skills. A training program allows them to strengthen those skills that each employee needs to improve. A development program brings all employees to a higher level





so they all have similar skills and knowledge. The result of this assessment is supported by the study of Masood et al. (2014), “to increase in quality of their performance, training is the process of civilizing the skills, skills and knowledge of people which molds their thinking and hints. We can say that it is a constant process of deep concern for most of the studies. Training is vital and fertile for both employee and organizational improvement. To achieve individual development Employee training provides prospects to employees broaden their knowledge and capacities for more well-organized teamwork” (pp. 102-103).

### **Employee Empowerment**

Table 7 provides the results of the assessment of the employees on the level of job satisfaction with regard to employee empowerment.



**Table 7: Level of Job Satisfaction Among the Employees of Verizon Communications Philippines Inc. with Regard to Employee Empowerment.**

Employee Empowerment	Mean	Interpretation
1. I am allowed to do almost anything to solve customer problems.	3.7042	Highly Satisfied
2. My manager support is always there for doing the job.	3.7625	Highly Satisfied
3. My manager encourages me to achieve the organizational goal.	3.7542	Highly Satisfied
4. I have the authority to correct customer problems when they occur.	3.7958	Highly Satisfied
5. I am encouraged by my manager to handle customer problems by myself.	3.7750	Highly Satisfied
6. My manager involves me in decisions affecting my work.	3.7625	Highly Satisfied
7. My manager empowers me or my colleagues to make effective decisions to solve customer issues.	3.8500	Highly Satisfied
<b>Composite Mean</b>	<b>3.7720</b>	<b>Highly Satisfied</b>

**Legend:**

SCALE	NUMERICAL RATING	DESCRIPTIVE RATING
5	4.51 – 5.00	Very Highly Satisfied
4	3.51 – 4.50	Highly Satisfied
3	2.51 – 3.50	Moderately Satisfied
2	1.51 – 2.50	Slightly Satisfied
1	1.00 – 1.50	Not Satisfied

Shown in Table 7 is the assessment of the employees on the level of job satisfaction with regard to employee empowerment. The level of job satisfaction among the employees of Verizon Communications Philippines Inc. with regard to employee empowerment has composite mean of 3.7720. This means that the employees are highly satisfied with regard to Employee empowerment at Verizon Communications Philippines Inc. This means that employees are



empowered to achieve organizational goal and to solve customer's problem within the service level agreement between its customers. The employees of Verizon Communications Philippines Inc. are empowered to communicate, work and solve customer problems on a daily basis. Employee empowerment is necessary to maintain the productive spirit of the organization. Decision-making function should be delegated to some level of authority to give opportunity to decide for the company.

The indicator of employee empowerment as ranked as the highest with the mean value of 3.8500 is "my manager empowers me or my colleagues to make effective decisions to solve customer issues". The indicator is interpreted to mean that the employees are highly satisfied on empowering employees to make effective decisions to solve customer issues as an indicator of employee empowerment in the organization. This means that empowering employees to make effective decisions to solve customer problems is a significant aspect on the employee's job satisfaction with regard to employee empowerment. Employees at Verizon Communications Philippines Inc. are empowered to make effective decisions and determined to solve customer problems efficiently and by following the service level agreement with its customers. This means that delegation is an effective approach towards employee empowerment.



The indicator of employee empowerment as ranked as the lowest with the mean value of 3.7042 is “I am allowed to do almost anything to solve customer problems”. This indicator means that the employees highly satisfied at Verizon Communications Philippines Inc. in regard to allowing the employees to do almost anything to solve customer problems. Employees at Verizon Communications Philippines Inc. are grouped accordingly to its own area of responsibility and it has its own limitations. Each group of employees has its own function that will work on and each of these groups will have its own limitation to each other. This suggests that job integration with other teams could help the employee to explore and learn more new information or any job related information that can benefit the company and the customers.

Empowering employees is an ongoing process of providing the tools, training, resources, encouragement, and motivation that employees need to perform at the optimum level. Based from the result of the level of job satisfaction with regard to employee empowerment, it is an important factor of job satisfaction as it can help to increase employee’s job performance to optimum level. This is supported by the study of Da Silva, Hutcheson, & Wahl (2010), Employee’s abilities and qualification matters and it really depends on the job for which the employee is being hired, if answer is positive then the



employee would effort passionately and would have better sense of belongingness to the organization.

### Summary of the Level of Job Satisfaction

**Table 8: Over-all Level of Job Satisfaction Among the Employees of Verizon Communications Philippines Inc.**

Variables of job satisfaction	Mean	Interpretation
Working Conditions	3.6636	Highly Satisfied
Pay and Benefits	3.4792	Moderately Satisfied
Promotion	2.7832	Moderately Satisfied
Job Security	3.2006	Moderately Satisfied
Job Training and Development	3.1320	Moderately Satisfied
Employee Empowerment	3.7720	Highly Satisfied
<b>Composite Mean</b>	<b>3.3381</b>	<b>Moderately Satisfied</b>

**Legend:**

<b>SCALE</b>	<b>NUMERICAL RATING</b>	<b>DESCRIPTIVE RATING</b>
5	4.51 – 5.00	Very Highly Satisfied
4	3.51 – 4.50	Highly Satisfied
3	2.51 – 3.50	Moderately Satisfied
2	1.51 – 2.50	Slightly Satisfied
1	1.00 – 1.50	Not Satisfied

Shown in Table 8 is the summary of the assessment of the employees on the level of job satisfaction among employees of Verizon Communications Philippines Inc. Employee empowerment has the highest level of job satisfaction with the overall mean value interpreted as Highly Satisfied. This is followed by working conditions with overall mean value interpreted as Highly Satisfied. Rated accordingly, with the overall mean value interpreted as Moderately Satisfied are pay and benefits, job security, job training and development and promotion. The overall composite mean value is 3.3381. The



indicator is interpreted to mean that employees of Verizon Communications Philippines Inc. are moderately satisfied with their level of job satisfaction. It indicates that employees are moderately satisfied with Verizon Communication Philippines Inc. because it provides organization and management leadership, competitive base pay, incentive bonus, best-in-class health and insurance benefits, work-life balance, training and development via tuition assistance program and online development tools.

Ranked as the variable of job satisfaction as ranked as the highest mean value of 3.7720 is employee empowerment. This indicator is interpreted to mean that the employees are highly satisfied with their level of satisfaction with regard to employee empowerment. This means that employees of Verizon Communications Philippines Inc. are highly satisfied regarding employee empowerment. This also means that empowered employees can increase job performance to optimum level. As discussed above, Verizon Communications Philippines Inc. empowers its employees to communicate to its customers, to make effective decisions and determined to solve customer problems efficiently and by following the service level agreement with its customers. Employee empowerment is a useful management strategy that aims to give employees the tools and resources necessary to make confident decisions in the workplace with supervision. Empowerment is a long-term, resource-intensive strategy that



involves significant time and financial investment from organization's leaders. Employee empowerment should lead to increased organizational responsiveness to issues and problem. It also increases employee's productivity. It should also lead to a greater degree of employee commitment to organizational goals since employees can take some degree of ownership in the decisions made toward goal achievement.

Rated as the variable of job satisfaction as ranked as the lowest mean value of 2.7832 is promotion. This indicator is interpreted to mean that the employees are moderately satisfied with their level of satisfaction with regard to promotion. Verizon Communications Philippines Inc. do not often promotes its employees to higher rank instead they post internal job opportunities for the employees to apply for a higher rank. Promoting an employee results in high productivity and prevents the company from losing its valuable and important employees. Employee promotion helps the company to recognize and acknowledge the performance and hard work of the employees and thus makes them feel valued. When an employee's efforts are valued, employee tends to work harder and tries to improve their performance further which in turn works for the organization. A promotion also improves the ambition of employees and boosts their passion for reaching their goals as well as the objectives of the organization. As it was suggested above, Verizon



Communications Philippines Inc. should develop a promotion scheme and a periodic evaluation should be in place to determine the employees who are promotable.

Based on the result of the study of Elnaga and Imran (2014), Employee empowerment is one of the most effective ways of helping employees to utilize their creative abilities to improve their performance within the organization they work for. Employee's empowerment play an important role in increasing the company's performance. They suggest different points of view on the problem of democratizing the working environment. It is very important to create a democratic environment in the company and follow principles of employee involvement. They emphasize that as long as people in the company are motivated to think creatively, influence their own schedule, provide the monitoring of their own performance and participate in the activities of the company, they have much higher performance. They argue that it is very important to empower employees.

The findings of the study of Mohd et al. (2016), Work environment is found to have a great impact on employee engagement where it shows that employees feel the environment is more important to engagement of employees. Work environment does not only need to be conducive but also





needs to be free for employee to contribute their effort towards the organization. This will result in employees feeling committed and passionate towards their job and organization.

### **Differences in the level of Job Satisfaction Among the Employees of Verizon Communications Philippines Inc. when Grouped According to Respondent's Profile**

This section presents the result of the test of differences in the level of job satisfaction among the employees of Verizon Communications Philippines Inc. when grouped according to their profile, namely: age, gender, educational attainment, status of employment and length of service.

#### **Grouped by Age**

Presented in Table 9 is the result of the test of differences in the level of job satisfaction among employees of Verizon Communications Philippines Inc. when grouped according to age.

**Table 9: Differences in the Level of Job Satisfaction Among Employees of Verizon Communications Philippines Inc. when Grouped by Age**

Variable	t-value	Sig. Value	Decision on $H_0$ /Interpretation
Working Conditions	0.538	0.657	Accept $H_0$ /Not Significant
Pay and Benefits	1.837	0.141	Accept $H_0$ /Not Significant
Promotion	2.564	0.055	Accept $H_0$ /Not Significant
Job Security	1.256	0.29	Accept $H_0$ /Not Significant
Job Training and Development	0.378	0.769	Accept $H_0$ /Not Significant
Employee Empowerment	1.616	0.186	Accept $H_0$ /Not Significant
<b>Overall</b>	<b>0.271</b>	<b>0.846</b>	<b>Accept <math>H_0</math>/Not Significant</b>

*Note: Significant below .05*



The test of difference for working conditions as variable using f- test obtained an f- value of 0.538 and a significant value of 0.657 which means that there is no significant difference on the level of job satisfaction with regard to working conditions in all age groups. This means that regardless of age of the employees, Verizon Communications Philippines Inc. satisfies their employees in terms of working conditions. Verizon Communications Philippines Inc. employees regardless of age have a comfortable working relationships with their colleagues and superiors. Regardless of age, the company provide each employee an area that is well-lighted, well-ventilated, clean and orderly workspaces. Each employee are entitled to have a work-life balance, eight (8) hours of work per day, two (2) days off a week, overtime pay and a shifting schedule.

The test of difference for pay and benefits as variable using f- test obtained an f- value of 1.837 and a significant value of 0.141 which means that there is no significant difference on the level of job satisfaction with regard to pay and benefits in all age groups. This shows that all employees regardless of age receive their salaries and benefits in accordance with their position, employment agreement, qualifications and length of service. All employees receive the same competitive healthcare together with their dependents, life insurance coverage, retirement and provident plan, tuition assistance program



and allowances provided by the company while base pay will be according to their position or rank and employment agreement.

The test of difference for promotion as variable using f- test obtained an f- value of 2.564 and a significant value of 0.055 which means that there is no significant difference on the level of job satisfaction with regard to promotion in all age groups. This means that in all age group of employees in the company has the same perception in regards to company's promotion policy and process where each employee is given a chance to apply for a better or higher role in the company when there is a vacant job. The company treats all its employee equally in regards to promotion, career progression and career opportunities within the company. The human resource of the company provides job vacancies to all employees for them to have the opportunity to apply and aim for a higher rank.

The test of difference for job security as variable using f- test obtained an f- value of 1.256 and a significant value of 0.29 which means that there is no significant difference on the level of job satisfaction with regard to job security in all age groups. Employees regardless of age is secured with a contract of employment and security of tenure and that the company is stable, solvent and



is good financial condition. If the company needs to lay off employees, age will not be a factor of it hence they will base it on employee's performance.

The test of difference for job training and development as variable using f- test obtained an f- value of 0.378 and a significant value of 0.769 which means that there is no significant difference on the level of job satisfaction with regard to job training and development in all age groups. Every employee of Verizon Communication Philippines Inc. regardless has a benefit called Tuition Assistance Program or TAP which they can use to aim for a higher education or another degree from various schools and universities in the Philippines. Therefore, the job training and development should have no significant difference when grouped according to age because the company considers training and development of an employee as part of organizational strategy, development plan of an employee is seen as a key to success and the management encourages all the employees to seek career or professional development.

The test of difference for employee empowerment as variable using f- test obtained an f- value of 1.616 and a significant value of 0.186 which means that there is no significant difference on the level of job satisfaction with regard to employee empowerment in all age groups. This implies that all employees



regardless of age are empowered and encouraged by the management to solve customer's problem on their own. Employee's perception with employee empowerment has no significant difference in terms of age because the management delegates work and task to all employees and they have their own responsibilities according to their position.

Overall the 0.846 significance value is greater than the .05 level of significance set for the study; thus, the null hypothesis is accepted. This means that there is no significant difference in the level of job satisfaction with regards to working conditions, pay and benefits, promotion, job security, job training and development, and employee empowerment among the employees of Verizon Communications Philippines Inc. when grouped according to respondent's age. Age has nothing to do and has no influence with the level of job satisfaction among employees of Verizon Communications Philippines Inc.

### **Grouped by Gender**

Presented in Table 10 is the result of the test of differences in the level of job satisfaction among employees of Verizon Communications Philippines Inc. when grouped according to gender.



**Table 10: Differences in the level of Job Satisfaction Among Employees of Verizon Communications Philippines Inc. when Grouped by Gender.**

Variable	t-value	Sig. Value	Decision on $H_0$ /Interpretation
Working Conditions	0.165	0.685	Accept $H_0$ /Not Significant
Pay and Benefits	0.208	0.649	Accept $H_0$ /Not Significant
Promotion	0.185	0.667	Accept $H_0$ /Not Significant
Job Security	0.024	0.878	Accept $H_0$ /Not Significant
Job Training and Development	3.515	0.062	Accept $H_0$ /Not Significant
Employee Empowerment	2.411	0.122	Accept $H_0$ /Not Significant
<b>Overall</b>	<b>2.113</b>	<b>0.147</b>	<b>Accept <math>H_0</math>/Not Significant</b>

*Note: Significant below .05*

The test of difference for working conditions as variable using f- test obtained an f- value of 0.165 and a significant value of 0.685 which means that there is no significant difference on the level of job satisfaction with regard to working conditions between male and female employees. Male and female employees at Verizon Communications Philippines Inc. has the same perception in terms of working conditions in the company and the company ensures the value and needs of each gender to make them satisfied. They have same working hours, company pays them if they exceed with more than eight (8) hours of work, two (2) days off a week, overtime pay and a shifting schedule. Clean, well-lighted and well-ventilated work space and restrooms for each gender are provided by the company. The company treats all employees with fairness and equality regardless of gender.

The test of difference for pay and benefits as variable using f- test obtained an f- value of 0.208 and a significant value of 0.649 which means that



there is no significant difference on the level of job satisfaction with regard to pay and benefits between male and female employees. This implies that the company provides base pay and benefits to all its employees regardless of gender and the level of job satisfaction with regard to pay and benefits is not affected by employee's gender. Male and female employees receives base pay and benefits according to their position. All employees regardless of gender are entitled of healthcare together with their dependents, life insurance coverage, retirement and provident plan, tuition assistance program and allowances.

The test of difference for promotion as variable using f- test obtained an f- value of 0.185 and a significant value of 0.667 which means that there is no significant difference on the level of job satisfaction with regard to promotion between male and female employees. This means that male and female employees have the same perception regarding the company's promotion policy and process. Verizon Communications Philippines Inc. provides equality and fairness when it comes to promotion or if an employee will apply for a higher rank the gender is not a factor. The human resource posts and discusses current job vacancies to all employees regardless of their gender.

The test of difference for job security as variable using f- test obtained an f- value of 0.024 and a significant value of 0.878 which means that there is no



significant difference on the level of job satisfaction with regard to job security between male and female employees. This means that regardless of gender the company provides job security to all of its employees. Male and female employees are satisfied with that is implied on their contract of employment. The company provides stability and tenure to all of its employees regardless of gender.

The test of difference for job training and development as variable using f- test obtained an f- value of 3.515 and a significant value of 0.062 which means that there is no significant difference on the level of job satisfaction with regard to job training and development between male and female employees. This means that male and female employees has the same opportunity in regards to job training and development in Verizon Communications Philippines Inc. The management of Verizon Communications Philippines Inc. encourages all employees regardless of gender to seek professional development, considers training and development as part of organizational strategy and the same opportunities to learn new things in the company.

The test of difference for employee empowerment as variable using f- test obtained an f- value of 2.411 and a significant value of 0.122 which means that there is no significant difference on the level of job satisfaction with regard





to employee empowerment between male and female employees. This implies that male and female employees are empowered equally provided by the management Verizon Communications Philippines Inc. Male and female employees are empowered to accomplish their jobs and responsibilities according to their position. The management involves each employees in any decision that could affect their work.

Overall the 0.147 significance value is greater than the .05 level of significance set for the study; thus, the null hypothesis is accepted. This means that there is no significant difference in the level of job satisfaction with regards to working conditions, pay and benefits, promotion, job security, job training and development, and employee empowerment among the employees of Verizon Communications Philippines Inc. when grouped according to respondent's gender. Employee's gender were not significantly related to their overall level of job satisfaction.

#### **Grouped by Educational Attainment**

Presented in Table 11 is the result of the test of differences in the level of job satisfaction among employees of Verizon Communications Philippines Inc. when grouped according to educational attainment.



**Table 11: Differences in the Level of Job Satisfaction Among Employees of Verizon Communications Philippines Inc. when Grouped by Educational Attainment.**

Variable	t-value	Sig. Value	Decision on $H_0$ /Interpretation
Working Conditions	0.69	0.503	Accept $H_0$ /Not Significant
Pay and Benefits	2.002	0.137	Accept $H_0$ /Not Significant
Promotion	1.083	0.34	Accept $H_0$ /Not Significant
Job Security	2.154	0.118	Accept $H_0$ /Not Significant
Job Training and Development	1.297	0.275	Accept $H_0$ /Not Significant
Employee Empowerment	0.528	0.59	Accept $H_0$ /Not Significant
<b>Overall</b>	<b>1.51</b>	<b>0.223</b>	<b>Accept <math>H_0</math>/Not Significant</b>

*Note: Significant below .05*

The test of difference for working conditions as variable using f- test obtained an f- value of 0.69 and a significant value of 0.503 which means that there is no significant difference on the level of job satisfaction with regard to working conditions when grouped according to educational attainment. This shows that educational attainment earned by the employees of Verizon Communications Philippines Inc. has nothing to do with the working conditions in the company. It indicates that the employee's educational attainment is not associated with the office facilities, working hours, work-life balance, relationship with co-workers and general layout of the office.

The test of difference for pay and benefits as variable using f- test obtained an f- value of 2.002 and a significant value of 0.137 which means that there is no significant difference on the level of job satisfaction with regard to pay and benefits when grouped according to educational attainment. This



implies that regardless of educational attainment of employees at Verizon Communications Philippines Inc. has the same level of job satisfaction in regard to pay and benefits, base pay that matches with their responsibility on their job, with the coverage of healthcare provided, life insurance coverage, retirement and provident plan, tuition assistance program and allowances.

The test of difference for promotion as variable using f- test obtained an f- value of 1.083 and a significant value of 0.34 which means that there is no significant difference on the level of job satisfaction with regard to promotion when grouped according to educational attainment. It can be said that regardless of educational attainment, employees have a congruent assessment of company's promotion policy and process. There is no influence of employee's educational attainment when Human resources of Verizon Communication Philippines Inc. posts and discusses current job vacancies to all employees. Educational attainment of an employee is not the basis employee's career progression in the company but it is the employee who makes decision to attain growth to their careers.

The test of difference for job security as variable using f- test obtained an f- value of 2.154 and a significant value of 0.118 which means that there is no significant difference on the level of job satisfaction with regard to job security



when grouped according to educational attainment. This implies that educational attainment of the employees does not give the assurance for the employees to have their job. Verizon Communications Philippines Inc. is not basing on employee's educational attainment regarding employee's contract employment. The company encouraged transparency and clear communications with its employees regardless of their educational attainment.

The test of difference for job training and development as variable using f- test obtained an f- value of 1.297 and a significant value of 0.275 which means that there is no significant difference on the level of job satisfaction with regard to job training and development when grouped according to educational attainment. This shows that regardless of employee's educational attainment, Verizon Communications Philippines Inc. encourages all employees to seek professional development, provides adequate job related training programs and offers leadership development program.

The test of difference for employee empowerment as variable using f- test obtained an f- value of 0.528 and a significant value of 0.59 which means that there is no significant difference on the level of job satisfaction with regard to employee empowerment when grouped according to educational attainment. The employee's educational attainment has nothing to do with the level of job



satisfaction in regard with employee empowerment. The employees regardless of educational attainment have the authority to handle and correct customer problems, management supports the employees while doing their job and management empowers its employees to make effective decisions that will benefit the team and to solve customer problems.

Overall the 0.223 significance value is greater than the .05 level of significance set for the study; thus, the null hypothesis is accepted. This means that there is no significant difference in the level of job satisfaction with regards to working conditions, pay and benefits, promotion, job security, job training and development, and employee empowerment among the employees of Verizon Communications Philippines Inc. when grouped according to educational attainment. The overall level of job satisfaction is not influenced by employee's educational attainment.

#### **Grouped by Status of Employment**

Presented in Table 12 is the result of the test of differences in the level of job satisfaction among employees of Verizon Communications Philippines Inc. when grouped according to status of employment.



**Table 12: Differences in the Level of Job Satisfaction Among Employees of Verizon Communications Philippines Inc. when Grouped by Status of Employment.**

Variable	t-value	Sig. Value	Decision on $H_0$ /Interpretation
Working Conditions	3.592	0.059	Accept $H_0$ /Not Significant
Pay and Benefits	0.999	0.319	Accept $H_0$ /Not Significant
Promotion	2.111	0.148	Accept $H_0$ /Not Significant
Job Security	0.754	0.386	Accept $H_0$ /Not Significant
Job Training and Development	2.029	0.156	Accept $H_0$ /Not Significant
Employee Empowerment	2.35	0.127	Accept $H_0$ /Not Significant
<b>Overall</b>	<b>1.467</b>	<b>0.227</b>	<b>Accept <math>H_0</math>/Not Significant</b>

*Note: Significant below .05*

The test of difference for working conditions as variable using f- test obtained an f- value of 3.592 and a significant value of 0.059 which means that there is no significant difference on the level of job satisfaction with regard to working conditions when grouped according to status of employment. This shows that employees has the same perception in regard to working conditions regardless of their status of employment. All employees regardless of status of employment should work with at least 8 hours per day, has two (2) days off per week and work-life balance. The company provides all of its employees with the same facilities regardless of status of employment.

The test of difference for pay and benefits as variable using f- test obtained an f- value of 0.999 and a significant value of 0.319 which means that there is no significant difference on the level of job satisfaction with regard to pay and benefits when grouped according to status of employment. Employee's



status of employment does not affect the employee's level of job satisfaction in regard to pay and benefits because the company provides the same healthcare benefits, life insurance coverage, retirement and provident plan, tuition assistance program and allowances regardless of employment status.

The test of difference for promotion as variable using f- test obtained an f- value of 2.111 and a significant value of 0.148 which means that there is no significant difference on the level of job satisfaction with regard to promotion when grouped according to status of employment. This shows that regardless of employee's status of employment the employees are all entitled to apply with the job vacancies offered by the company, receives information about job vacancies and discusses with company's human resource and enjoys their career progression within the company.

The test of difference for job security as variable using f- test obtained an f- value of 0.754 and a significant value of 0.386 which means that there is no significant difference on the level of job satisfaction with regard to job security when grouped according to status of employment. This implies that the company ensures job security regardless of employee's employment status. Verizon Communications Philippines Inc. provides transparency and clear communications with all the employees.



The test of difference for job training and development as variable using f- test obtained an f- value of 2.029 and a significant value of 0.156 which means that there is no significant difference on the level of job satisfaction with regard to job training and development when grouped according to status of employment. This shows that regardless of employee's status of employment the company considers training and development of their employees as part of organizational strategy, provides adequate job related training programs and management encourages all employees for their career development.

The test of difference for employee empowerment as variable using f- test obtained an f- value of 2.35 and a significant value of 0.127 which means that there is no significant difference on the level of job satisfaction with regard to employee empowerment when grouped according to status of employment. Employee empowerment is being practiced at Verizon Communications Philippines Inc. regardless of employee's length of service. The management encourages their employees to make effective decisions to solve their customer problems on a daily basis, giving employees a certain degree of autonomy and responsibility for decision-making regarding their specific organizational tasks. Management also allows decisions to be made at the lower levels of an organization where employees have a unique view of the issues and problems facing the organization at a certain level.





Overall the 0.227 significance value is greater than the .05 level of significance set for the study; thus, the null hypothesis is accepted. This means that there is no significant difference in the level of job satisfaction with regards to working conditions, pay and benefits, promotion, job security, job training and development, and employee empowerment among the employees of Verizon Communications Philippines Inc. when grouped according to status of employment. The overall level of job satisfaction is not influenced by employee's status of employment.

### Grouped by Length of Service

Presented in Table 13 is the result of the test of differences in the level of job satisfaction among employees of Verizon Communications Philippines Inc. when grouped according to length of service.

**Table 13: Differences in the Level of Job Satisfaction Among Employees of Verizon Communications Philippines Inc. when Grouped by Length of Service.**

Variable	t-value	Sig. Value	Decision on $H_0$ /Interpretation
Working Conditions	1.360	0.259	Accept $H_0$ /Not Significant
Pay and Benefits	0.035	0.965	Accept $H_0$ /Not Significant
Promotion	0.745	0.476	Accept $H_0$ /Not Significant
Job Security	0.160	0.852	Accept $H_0$ /Not Significant
Job Training and Development	0.372	0.69	Accept $H_0$ /Not Significant
Employee Empowerment	1.335	0.265	Accept $H_0$ /Not Significant
<b>Overall</b>	<b>0.526</b>	<b>0.591</b>	<b>Accept <math>H_0</math>/Not Significant</b>

*Note: Significant below .05*



The test of difference for working conditions as variable using f- test obtained an f- value of 1.360 and a significant value of 0.259 which means that there is no significant difference on the level of job satisfaction with regard to working conditions when grouped according to length of service. This also means that the employees have the same perception in terms of working conditions regardless of length of their service. Every employee at Verizon Communications Philippines Inc. has to work eight (8) hours per day, two (2) days off per week, all information and resources are available to fulfill their job and has good relationship with their superiors and co-workers.

The test of difference for pay and benefits as variable using f- test obtained an f- value of 0.035 and a significant value of 0.965 which means that there is no significant difference on the level of job satisfaction with regard to pay and benefits when grouped according to length of service. This shows that regardless of employee's length of service the company provides them the same coverage of healthcare together with their dependents, retirement and provident plan, tuition assistance program and allowances.

The test of difference for promotion as variable using f- test obtained an f- value of 0.745 and a significant value of 0.476 which means that there is no significant difference on the level of job satisfaction with regard to promotion



when grouped according to length of service. The needs of employees are being met by the company with regard to promotion regardless of length of service. This implies that regardless of employee's length of service Verizon Communications Philippines Inc. provides the same promotion policy and process to its employees and it provides careers opportunities for the employees to apply for a higher position.

The test of difference for job security as variable using f- test obtained an f- value of 0.160 and a significant value of 0.852 which means that there is no significant difference on the level of job satisfaction with regard to job security when grouped according to length of service. This also means that employee's length of service does not affect level of job satisfaction in regard to job security because the company provides stability, tenure, follows what is implied on employees contract of employment and has clear communications with all of its employees.

The test of difference for job training and development as variable using f- test obtained an f- value of 0.372 and a significant value of 0.69 which means that there is no significant difference on the level of job satisfaction with regard to job training and development when grouped according to length of service. This shows that employees have the same perception of job training and



development regardless of length of their service because the company encourages its employees to seek professional development, management provides development plan to its employees, provides leadership development program and provides opportunities to its employees to learn new job related information.

The test of difference for employee empowerment as variable using f-test obtained an f-value of 1.335 and a significant value of 0.265 which means that there is no significant difference on the level of job satisfaction with regard to employee empowerment when grouped according to length of service. This implies that Verizon Communications Philippines Inc. empowers all of its employees regardless of their length of service. Employees are satisfied the empowerment provided to them by the management. The employees regardless of their length of service have the authority to make decisions that directly affect their jobs and management give employees the tools and resources necessary to make confident decisions in the workplace without supervision.

Overall the 0.591 significance value is greater than the .05 level of significance set for the study; thus, the null hypothesis is accepted. This means that there is no significant difference in the level of job satisfaction with regards



to working conditions, pay and benefits, promotion, job security, job training and development, and employee empowerment among the employees of Verizon Communications Philippines Inc. when grouped according to length of service. The overall level of job satisfaction is not influenced by employee's length of service.

Another reason why there is no significant difference among the employee profiles is how workplace culture influenced one employee, regardless of age, gender, years of service or educational attainment, to perceive the company in general. Verizon Communications Philippines Inc. values integrity, diversity regardless of gender, race or color and values feedback from employees via quarterly pulse and viewpoints surveys. Though to each of his opinion, one's voice or perception can greatly influence their colleagues, either positively or negatively. A new hire employee may have no expectations but will be greatly influenced by tenured employees along the way. The same reason why most, if not all, employees in the organization factored promotion, annual merit increase and career development training as areas for opportunity. In general, satisfaction equates to pay-per-performance mantra.

Besides the above mentioned factors on how job satisfaction is defined, respect and trust plays an important role in determining one's employee



contentment at the workplace. If an employee was given challenging tasks more than what is expected of him, the employee takes it as an opportunity for growth in preparation for greater responsibility. Highly satisfied employees value self-challenge, self-motivation and take good care of their career development. This is the reason why empowerment shows high satisfaction score for the organization. Others take on additional projects voluntarily as sense of fulfillment. The more they are engaged on these activities, with a good sense of acknowledgment and recognition, the more it is satisfying. If the company also caters non-work related engagements, like outreach programs, family day and sports fest, the employee feels more engaged to work and be satisfied with what the company offers.

### **Improvement Plan to Enhance Job Satisfaction**

The following were the inputs drawn in which can server as the basis for a proposed improvement plan to enhance job satisfaction among employees of Verizon Communications Philippines Inc.:

1. to increase performance reviews and employee communications
2. to re-design the existing office floors to have spacious and comfortable work space.
3. management to collaborate career ladder of an employee



4. to review and enhance promotion and career development policy to promote employees.
5. to review tenured employee performances with a consistent grade of "performing" or "leading".
6. management to discuss employee regular career development and proceed for trainings
7. to increase engagement activities and classroom trainings for employees.
8. company should invest on in-house talents for knowledge sharing and skills development.
9. to work integration and consolidation with other teams with different job scope.



## Chapter 5

### Summary of Findings, Conclusions, and Recommendations

This study determined the level of job satisfaction among the employees of Verizon Communications Philippines Inc. The findings of the study served as basis in developing improvement in the company.

Specifically, this study seeks to answer the following questions:

1. What is the profile of the respondent in terms of;

- 1.1 Age;
- 1.2 Gender;
- 1.3 Educational attainment;
- 1.4 Status of employment and;
- 1.5 Length of service?

2. What is the level of job satisfaction among the employees of Verizon Communications Philippines Inc. in terms of;

- 2.1. Working Conditions;
- 2.2 Pay and Benefits;
- 2.3 Promotion;
- 2.4 Job Security;
- 2.5 Job training and development; and





## 2.6 Employee empowerment?

3. Is there a significant difference in the level of job satisfaction among the employees when grouped according to their profile?

4. Based on the findings of the study, what improvement plan can be crafted to enhance the level of job satisfaction among the employees of Verizon Communications Philippines Inc.?

The researcher tested the following hypotheses at .05 level of significance.

$H_0$ : There is no significant difference on the level of job satisfaction among the employees of Verizon Communications Philippines Inc. when grouped according to their profile?

### Summary of Findings

Based on the results and discussion, the following are the summary of findings.

#### 1. Profile of the Respondents

1.1 Most of the respondents representing 65.00% are within the 30 to 40 years old age bracket.

1.2 Majority of the respondents representing 65% are male.



1.3 Majority of the respondents representing 98.00% are permanent employment status.

1.4 Majority of the respondents representing 96% have Bachelor's degree.

1.5 Majority of the respondents representing 94% are employed with less than 10 years.

## **2. Level of Job Satisfaction Among the Employees of Verizon Communications Philippines Inc.**

2.1 The respondents assessed that they are "highly satisfied" with the variable "working condition" with regard to their level of satisfaction among the employees of Verizon Communications Philippines Inc. with a composite mean of 3.6636.

2.2 The respondents assessed that they are "moderately satisfied" with the variable "pay and benefits" with regard to their level of satisfaction among the employees of Verizon Communications Philippines Inc. with a composite mean of 3.4792.

2.3 The respondents assessed that they are "moderately satisfied" with the variable "promotion" with regard to their level of satisfaction among the employees of Verizon Communications Philippines Inc. with a composite mean of 2.7832.

2.4 The respondents assessed that they are "moderately satisfied" with the variable "job security" with regard to their level of satisfaction among the



employees of Verizon Communications Philippines Inc. with a composite mean of 3.2006.

2.5 The respondents assessed that they are “moderately satisfied” with the variable “job training and development” with regard to their level of job satisfaction among the employees of Verizon Communications Philippines Inc. with a composite mean of 3.132.

2.6 The respondents assessed that they are “highly satisfied” with the variable “employee empowerment” with regard to their level of job satisfaction among the employees of Verizon Communications Philippines Inc. with a composite mean of 3.772.

2.7 The assessment of the respondents on their level of job satisfaction among employees of Verizon Communications Philippines Inc. obtained an overall composite mean of 3.3381 which is interpreted to “moderately satisfied”.

### **3. Level of Job Satisfaction among Employees of Verizon Communications Philippines Inc. when Grouped According to the Profile of the Respondents**

3.1 No significant differences were noted on the assessment of the respondents on their level satisfaction of job satisfaction among employees of Verizon Communications Philippines Inc. when grouped by age, gender, employment status, educational attainment and length of service.



#### 4 Improvement Plan to Enhance Job Satisfaction

Based on the findings, the following indicators ranked as lowest surfaced which could server as basis of improvement plan to enhance job satisfaction.

- Pay and Benefits: Moderate satisfaction on annual increment provided by my organization
- Working Conditions: Moderate satisfaction on working environment
- Promotion: Moderate satisfaction on employees career ladder provided by the company
- Promotion: Moderate satisfaction on promotion policy and process of my organization
- Promotion: Moderate satisfaction on organization provides merit-based promotion from a group of qualifying employees when a vacancy occurs.
- Job Security: Moderate satisfaction on career development within the organization
- Job Training and Development: Moderate satisfaction on adequate job related programs provided by my organization
- Job Training and Development: Moderate Satisfaction on to learn new things in my organization
- Employee Empowerment: High satisfaction on to do almost everything to solve customer problems



## Conclusions

Based on the findings of the study, the researcher came up with the following conclusions:

1. Majority of the respondents are, within the ages of 31 to 40 years old bracket, male, bachelor's degree, and employed with less than 10 years of service.
2. The respondent- employee level of job satisfaction is moderately satisfied. The level of job satisfaction that is interpreted as Highly Satisfied are working conditions and employee empowerment. While, interpreted as Moderately Satisfied are pay and benefits, promotion, job security and job training and development. Indicator interpreted as highly satisfied for working conditions in particular such as working hours are reasonable and leaders carries good relationship with the employees, and in employee empowerment such as manager empowers me or my colleagues to make effective decisions to solve customer issues and the authority to correct customer problems when they occur. On the other hand, indicators interpreted as moderately satisfied for pay and benefits in particular such as satisfied with retirement and provident plan provided by the organization, in promotion such as, my organization's human resource discusses current job vacancies and post internal vacancies and I am happy with my career progression with the organization so far,



in job security such as, employee is satisfied on what is implied on their contract of employment and organization provides tenure, in job training and development, such as employee is encouraged by the management to seek professional development and employee's development plan is seen as a key to success rather than a cost to the organization.

3. The level of job satisfaction among the employees of Verizon Communications Philippines Inc. has no significant differences with regard of age, gender, educational attainment, status of employment and length of service.

### **Recommendations**

Based on the findings and conclusions, the researcher came up with the following recommendations:

1. Verizon Communications Philippines Inc. should provide a workspace that is more convenient, spacious, well-lighted and well-ventilated. Access to and from the workspace should be convenient and no blocking items materials or any paraphernalia should be placed. Seat allocation and configuration should also be well planned in anticipation of an increased headcount due to new or movement of accounts.



2. The company should monitor the cleanliness and orderliness of the office premises regularly, specifically, by the company's contractor on janitorial services or their own personnel hired to do the job.
3. Access to resources and all information necessary to do a job should always be available to avoid delays and losses. Internal Resource Audits should also be done annually or every 2 years to ensure the employees are aware on how to control data, such as Customer SharePoint, Operational Process documents and related tools and manuals, as needed for their day to day operations. Keep the file updated.
4. Verizon Communications Philippines Inc. should continue to monitor compensation scale and make research on comparable salary rate scale with other companies to see to it that current salary rates are competitive to existing industry salary rates.
5. Verizon Communications Philippines Inc. should develop a promotion policy scheme to motivate the employees to be more productive and promotion process should also be enhanced. A periodic evaluation should be in place to determine the employees who are promotable. This includes employees who may have reached 5 or more years on their current role, employees exceeding customer expectations, and employees who are consistently rated as "Leading" by the management team.



6. In order to avoid criticisms from employees, promotions should be given to employees fairly and without bias. Promotions should be given to deserving employees based on their performance appraisals. There are dissatisfactions and criticisms from other employees because they are probably not aware or not properly informed how promotions are given to qualified employees. Policies on promotions should be properly explained to employees to avoid negative reactions.
7. Verizon Communications Philippines Inc. should provide transparency and clear communication to its employees with regard to employee's career development in the organization. Direct Managers should have a regular discussion with their employees and properly track their career development plan in the next year or two. This will empower and motivate employees to reach further on their career.
8. Adequate training and development plan should be installed by the company to provide employees for career progression. This can be done through additional soft-skills, technical and leadership trainings offered to employees. Classroom trainings will be an efficient and more conducive for learning.
9. The human resource should study each employees profile and provide training and development appropriate for each employee. They should examine and analyze each employee's strengths and weaknesses. An





annual skills and readiness level test or review should be included on the employee's development plan and identify opportunity and growth areas where to deal with.

10. Verizon Communications Philippines Inc. should have work integration and consolidation should be in place to ensure employees are up-skilled with the right knowledge to solve customer problems. This will also eliminate work silos due to defined scope per workgroup empowering employees to resolve the issues end-to-end.

11. The company should invest on In-House talents for knowledge sharing and skills development. In the event the company is budget-challenged of having the entire workforce undergo an external training, representative from each workgroups may be pulled for Train the Trainers program.

12. Involvement of employees to center-wide projects should boost the morale of employees. Having additional responsibility should add challenge to an employee's regular task. Acknowledgment and recognition definitely should be given to increase job satisfaction.

13. Increase participation on engagement activities such as outreach programs, sports fest, financial seminars and regular fish activities should be increased. This gives employees a little air out of stress and challenges of daily work.



### Improvement Plan to Enhance Job Satisfaction

Based on the findings and conclusions, the researcher came up with the following improvement strategies:

Indicator with the lower mean value	Improvement Strategy	Activities	Person involve	Budget	Timetable
Pay and Benefits: Moderate satisfaction on annual increment provided by my organization	Increase performance reviews and employee communications	1. Reinforce 1:1 Sessions between manager and Employee	Verizon management and human resources	Default 7% promotional increase for employees on an annual basis. The BPI (Base Pay Increase) changes depending on the employee's performance and current salary away from the midpoint of the role's Market value.	1 Year
Working Conditions: Moderate satisfaction on working environment	Re-design the existing office floors to have spacious and comfortable work space.	1. Do a site/floor survey. 2. Re-design the floor, place the equipment according to the employee's strategic location. 3. Place all desk phones, workstations, network cablings, chairs, cubicles and tables. 4. Seat allocation and configuration should also be well planned in anticipation of	Verizon management and facilities	This can benefit the business economically by reducing costs tied to construction, utilities and office equipment.	3 Months



Indicator with the lower mean value	Improvement Strategy	Activities	Person involve	Budget	Timetable
		an increased headcount due to new or movement of accounts.			
Promotion: Moderate satisfaction on employees career ladder provided by the company	Management can collaborate with an employee to manage	Review employee's career development: 1. Job shadow other employees in your company to learn about different jobs. 2. Explore lateral moves to broaden and deepen your experience. 3. Utilize VzLearn and online books at work to develop knowledge, and share terminology, concepts, and team building with coworkers. 4. Seek a mentor from a different department that will help you to explore new work load.	Verizon management and human resources	This will be cost benefit to the company and let the employees collaborate with the management or leadership team.	1 Month
Promotion: Moderate satisfaction on promotion policy and process of my organization	Review and enhance promotion and career development policy to promote employees.	Review Promotion Policy which includes: 1. Promotion by Tenure/Years of Service 2. Promotion by Capacity - taking on additional tasks	Verizon management and human resources	No cost. Create and specify clearly the company's promotion policy to the employees.	1 Year



Indicator with the lower mean value	Improvement Strategy	Activities	Person involve	Budget	Timetable
		3. Promotion by Annual Performance - "Leading" Rater for a year in a row.			
Promotion: Moderate satisfaction on organization provides merit-based promotion from a group of qualifying employees when a vacancy occurs.	Review tenured employee performances with a consistent grade of "performing" or "leading".	1. Human resource has to review the pool of tenured employees. 2 Start to schedule interview with employees who are qualified.	Verizon management and human resources	This will motivate the employees to become more productive when a promotion policy has been provided that when a higher ranking official decides to leave the company the tenured performing employee could take the vacant job. There could be a 5-10% increase of base salary based on the vacant position's market value.	When vacancy occurs
Job Security: Moderate satisfaction on career development within the organization	Regular career development discussion and proceed for trainings	1. Encourage employee to take and plan for career development trainings. 2. Provide Monthly/Quarterly Career Development Trainings - Online or Classroom type.	Verizon employee and his/her direct Manager.	Verizon allocates their employees with an annual budget of 400,000 pesos for (TAP) Tuition Assistance Program. This program is inclusive of Secondary,	1 Year



Indicator with the lower mean value	Improvement Strategy	Activities	Person involve	Budget	Timetable
				Masters and Doctorate degree takers. Technical and Leadership trainings are free of charge via VzLearn, and outside trainings undergo T&E (Travel & Expense) process that is budgeted by the employee's cost center.	
Job Training and Development : Moderate satisfaction on adequate job related programs provided by my organization	Increase engagement activities and classroom trainings.	1. Soft skills and English proficiency training for all employees. 2. In-House technical workshops for knowledge share.	Verizon management and human resources	Talent Development Team should prioritize development trainings to equip and up-skill employees. The development team should maximize its budget and identify improvement areas by end of year	Every quarter of the year
Job Training and Development : Moderate Satisfaction on to learn new things in my organization	Company should invest on in-house talents for knowledge sharing and skills development.	1. Soft skills and English proficiency training for all employees. 2. In-House technical workshops for knowledge share.	Verizon management, employees and human resources	Having the entire workforce undergo an external training, one representative from each workgroups may be pulled for the "train	Every quarter of the year



Indicator with the lower mean value	Improvement Strategy	Activities	Person involve	Budget	Timetable
				the trainors program".	
Employee Empowerment: High satisfaction on to do almost everything to solve customer problems	Work integration and consolidation with other teams with different job scope.	1. Network Operation Center - Service Desk - IP Telephony Consolidation 2. Network Operation Center - Security Operation Center Integration  3. End-to-End Support Structure for Managed Services.	Verizon management and employees	It will be no cost to have the cross-function and up-skill trainings since the knowledge share will be internal to Verizon. No cost or budget required to fulfill this action, just time and willingness for additional responsibilities.	1 to 2 Years



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## APPENDICES

### Appendix A

#### Survey Questionnaire

Dear Respondent;

This questionnaire aims to gather data on the level of job satisfaction among the employees of Verizon Communications Inc. Philippines. Your answers to the survey will be used for academic purposes only. Rest assured that the data will be handled with outmost confidentiality.

#### Part 1: Profile of the Respondent

Instruction: Please check the box that best corresponds to your answer for each question below.

##### 1. Age

- |   |   |
|---|---|
| <input type="checkbox"/> 21 to 30 years old | <input type="checkbox"/> 31 to 40 years old     |
| <input type="checkbox"/> 41 to 50 years old | <input type="checkbox"/> 51 years old and above |

##### 2. Gender

- |                               |                                 |
|-------------------------------|---------------------------------|
| <input type="checkbox"/> Male | <input type="checkbox"/> Female |
|-------------------------------|---------------------------------|

##### 3. Status of employment

- |                                       |                                    |
|---------------------------------------|------------------------------------|
| <input type="checkbox"/> Probationary | <input type="checkbox"/> Permanent |
|---------------------------------------|------------------------------------|

##### 4. Educational attainment

- |  |  |
|--|--|
| <input type="checkbox"/> High School     | <input type="checkbox"/> Bachelor's Degree |
| <input type="checkbox"/> Master's Degree | <input type="checkbox"/> Doctorate Degree  |

##### 5. Length of service

- |   |
|---|
| <input type="checkbox"/> Less than 10 years |
| <input type="checkbox"/> 10-20 years        |
| <input type="checkbox"/> 20 years and above |



Part II. Please assess the following items as to the extent of level of job satisfaction

Instruction: Please put a check mark in the appropriate columns provided below and use the following rating scale.

- 5 – Very Highly Satisfied
- 4 – Highly Satisfied
- 3 – Moderately Satisfied
- 2 – Slightly Satisfied
- 1 – Not Satisfied

Working Conditions	5	4	3	2	1
1. My working hours are reasonable.					
2. My leader carries a good relation with me.					
3. My office premises are clean and pleasant.					
4. I am able to access resources and all information necessary to do a job are available.					
5. I have a comfortable personal workspace.					
6. I am satisfied with the time available for lunch and breaks.					
7. I am satisfied with my surrounding environment and general layout of the office.					

Pay and Benefits	5	4	3	2	1
1. I am satisfied with the retirement and provident plan provided.					
2. I am satisfied with the compensation I get and matches with my responsibility.					
3. I am satisfied with the life insurance coverage and disability insurance.					
4. I am satisfied with the coverage of health and well-being provided.					
5. I am happy with my current salary and future earning potential.					
6. I am happy with the other allowances given to me apart from my base salary.					
7. I am happy with the annual increment provided by my organization.					



Promotion	5	4	3	2	1
1. My organization awards job promotions fairly and without bias.					
2. I am satisfied with the promotion policy & process of the organization.					
3. I am happy with my career progression with the organization so far.					
4. I have career opportunities present in my organization.					
5. My organization's human resources discusses current job vacancies and post internal vacancies					
6. I am satisfied with my organization which provides merit-based promotion from a group of qualifying employees when a vacancy occurs.					
7. I am satisfied with my organization that follows a career ladder to promote their employees.					

Job Security	5	4	3	2	1
1. I have sense of secured future in this job.					
2. My job provides me stability.					
3. My job provides me tenure.					
4. I am satisfied with my labor agreement on my current organization.					
5. I am satisfied on what is implied on my contract of employment.					
6. My organization encouraged transparency and clear communication with its employees.					
7. My organization provides a future timeline of your career development within the organization.					

Job Training and Development	5	4	3	2	1
1. I am encouraged by the management to seek professional development					
2. My development plan as an employee is seen as a key to success rather than a cost to the organization.					
3. My organization considers training and development as part of organizational strategy.					
4. I am satisfied with the adequate job related training programs provided by my organization.					
5. I have clear path of my career development.					
6. I am satisfied with the leadership development program offered by my organization.					
7. I have many opportunities to learn new things in my organization.					



Employee Empowerment	5	4	3	2	1
1. I am allowed to do almost anything to solve customer problems.					
2. My manager support is always there for doing the job.					
3. My manager encourages me to achieve the organizational goal.					
4. I have the authority to correct customer problems when they occur.					
5. I am encouraged by my manager to handle customer problems by myself.					
6. My manager involves me in decisions affecting my work.					
7. My manager empowers me or my colleagues to make effective decisions to solve customer issues.					



Appendix B  
Letter of Request

05 April 2017

Julius Cezar Ambrosio  
Manager-Business Operations  
Verizon Communications Philippines Inc.

Greetings!

I am currently enrolled in thesis writing as final requirement for the degree Master of Business Administration in the University of Perpetual Help System – DALTA, Las Piñas. My research problem is entitled “Level of Job Satisfaction Among Employees of Verizon Communications Philippines Inc.; A Basis for Developing an Improvement Plan”. The focus of the study is to assess the level of job satisfaction among the employees of Verizon Communications Philippines Inc. and will serve as basis to develop an improvement plan.

In line with the objective of the study, I would like to seek your assistance that I will be allowed to conduct the attached survey questionnaire so that I can gather information on the level of job satisfaction among the employees of Verizon Communications Philippines Inc.

Your favorable response will help me finish my study at the soonest time possible.

Thank you.

Very respectfully yours,

Renz Aloysius A. Ignacio  
MBA Candidate

Approved:

Julius Cezar Ambrosio  
Manager-Business Operations  
Verizon Communications Philippines Inc.



## Appendix C

### Verizon Communications Inc. Financial Statement

#### Consolidated Statements of Income

Years Ended December 31,	2016	2015	2014
(dollars in millions, except per share amounts)			
<b>Operating Revenues</b>			
Service revenues and other	\$ 108,468	\$ 114,696	\$ 116,122
Wireless equipment revenues	17,512	16,924	10,957
<b>Total Operating Revenues</b>	<b>125,980</b>	<b>131,620</b>	<b>127,079</b>
<b>Operating Expenses</b>			
Cost of services (exclusive of items shown below)	29,186	29,438	28,306
Wireless cost of equipment	22,238	23,119	21,625
Selling, general and administrative expense, net	31,569	29,986	41,016
Depreciation and amortization expense	15,928	16,017	16,533
<b>Total Operating Expenses</b>	<b>98,921</b>	<b>98,560</b>	<b>107,480</b>
<b>Operating Income</b>	<b>27,059</b>	<b>33,060</b>	<b>19,599</b>
Equity in (losses) earnings of unconsolidated businesses	(98)	(86)	1,780
Other income and (expense), net	(1,599)	186	(1,194)
Interest expense	(4,376)	(4,920)	(4,915)
<b>Income Before Provision For Income Taxes</b>	<b>20,986</b>	<b>28,240</b>	<b>15,270</b>
Provision for income taxes	(7,378)	(9,865)	(3,314)
<b>Net Income</b>	<b>\$ 13,608</b>	<b>\$ 18,375</b>	<b>\$ 11,956</b>
<b>Net income attributable to noncontrolling interests</b>	<b>\$ 481</b>	<b>\$ 496</b>	<b>\$ 2,331</b>
<b>Net income attributable to Verizon</b>	<b>13,127</b>	<b>17,879</b>	<b>9,625</b>
<b>Net Income</b>	<b>\$ 13,608</b>	<b>\$ 18,375</b>	<b>\$ 11,956</b>

#### Consolidated Balance Sheets

At December 31,	2016	2015
(dollars in millions, except per share amounts)		
<b>Assets</b>		
<b>Current assets</b>		
Cash and cash equivalents	\$ 2,880	\$ 4,470
Short-term investments	-	350
Accounts receivable, net of allowances of \$845 and \$882	17,513	13,457
Inventories	1,202	1,252
Assets held for sale	882	792
Prepaid expenses and other	3,918	2,034
<b>Total current assets</b>	<b>26,395</b>	<b>22,355</b>
<b>Plant, property and equipment</b>	<b>232,215</b>	<b>220,163</b>
Less accumulated depreciation	147,464	136,622
<b>Plant, property and equipment, net</b>	<b>84,751</b>	<b>83,541</b>
<b>Investments in unconsolidated businesses</b>	<b>1,110</b>	<b>796</b>
Wireless licenses	86,673	86,575
Goodwill	27,205	25,331
Other intangible assets, net	8,897	7,592
Non-current assets held for sale	613	10,267
Other assets	8,536	7,718
<b>Total assets</b>	<b>\$ 244,180</b>	<b>\$ 244,175</b>





**Liabilities and Equity**

Current liabilities

Debt maturing within one year	\$ 2,645	\$ 6,489
Accounts payable and accrued liabilities	19,593	19,362
Liabilities related to assets held for sale	24	463
Other	8,078	8,738
Total current liabilities	30,340	35,052

Long-term debt

Long-term debt	105,433	103,240
Employee benefit obligations	26,166	29,957
Deferred income taxes	45,964	45,484
Non-current liabilities related to assets held for sale	6	959
Other liabilities	12,239	11,641

Equity

Series preferred stock (\$.10 par value; none issued)	-	-
Common stock (\$.10 par value; 4,242,374,240 shares issued in each period)	424	424
Contributed capital	11,182	11,196
Reinvested earnings	15,059	11,246
Accumulated other comprehensive income	2,673	550
Common stock in treasury, at cost	(7,263)	(7,416)
Deferred compensation — employee stock ownership plans and other	449	428
Noncontrolling interests	1,508	1,414
Total equity	24,032	17,842
Total liabilities and equity	\$ 244,180	\$ 244,175



### Appendix D

#### Statistical Computation using Statistical Package for Social Sciences (SPSS)

##### Statistics

		Age	Gender	Employment Status	Educational Attainment	Length of Service
N	Valid	240	240	240	240	240
	Missing	0	0	0	0	0

#### Frequency Table

##### Age

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 21 to 30 years old	67	27.9	27.9	27.9
31 to 40 years old	156	65.0	65.0	92.9
41 to 50n years old	13	5.4	5.4	98.3
51 years old and above	4	1.7	1.7	100.0
Total	240	100.0	100.0	

##### Gender

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Male	152	63.3	63.3	63.3
Female	88	36.7	36.7	100.0
Total	240	100.0	100.0	

##### Employment Status

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Probationary	5	2.1	2.1	2.1
Permanent	235	97.9	97.9	100.0
Total	240	100.0	100.0	



### Educational Attainment

	Frequency	Percent	Valid Percent	Cumulative Percent
High School	2	.8	.8	.8
Bachelor's	230	95.8	95.8	96.7
Valid Degree				
Master's Degree	8	3.3	3.3	100.0
Total	240	100.0	100.0	

### Length of Service

	Frequency	Percent	Valid Percent	Cumulative Percent
less than 10 years	225	93.8	93.8	93.8
Valid 10 to 20 years	11	4.6	4.6	98.3
21 years and above	4	1.7	1.7	100.0
Total	240	100.0	100.0	

### Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
w1	240	1.00	5.00	3.9417	.94001
w2	240	1.00	5.00	3.8500	1.00334
w3	240	1.00	5.00	3.5167	.95928
w4	240	1.00	5.00	3.7208	.89699
w5	240	1.00	5.00	3.6458	.98715
w6	239	1.00	5.00	3.4979	1.19830
w7	240	1.00	5.00	3.4875	1.04694
wcave	240	1.29	5.00	3.6636	.77097
Valid N (listwise)	239				



### Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
p1	240	1.00	5.00	3.8417	1.00206
p2	240	1.00	5.00	3.4875	1.06280
p3	240	1.00	5.00	4.0083	.89626
p4	240	1.00	5.00	4.1375	.97342
p5	240	1.00	5.00	3.1500	1.11775
p6	240	1.00	5.00	2.8833	1.16922
p7	240	1.00	5.00	2.8458	1.26308
pbave	240	1.00	5.00	3.4792	.82052
Valid N (listwise)	240				

### Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
pr1	238	1.00	5.00	2.7647	1.08465
pr2	238	1.00	5.00	2.6387	1.11553
pr3	239	1.00	5.00	2.8075	1.16523
pr4	239	1.00	5.00	2.7824	1.15716
pr5	239	1.00	5.00	3.1381	1.02990
pr6	239	1.00	5.00	2.7490	1.12073
pr7	239	1.00	5.00	2.7071	1.15500
prave	240	.00	5.00	2.7832	.99576
Valid N (listwise)	237				

### Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
j1	240	1.00	5.00	3.0958	1.01205
j2	240	1.00	5.00	3.2500	.96161
j3	240	1.00	5.00	3.3167	.90080



j4	240	1.00	5.00	3.3333	.89940
j5	240	1.00	5.00	3.3500	.91157
j6	240	1.00	5.00	3.1875	1.02390
j7	240	1.00	5.00	2.8708	1.14803
jave	240	1.00	5.00	3.2006	.85111
Valid N (listwise)	240				

### Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
t1	240	1.00	5.00	3.3792	1.05596
t2	240	1.00	5.00	3.2750	1.04271
t3	240	1.00	5.00	3.1708	1.11287
t4	240	1.00	5.00	2.8625	1.15070
t5	240	1.00	5.00	3.0542	1.04360
t6	240	1.00	5.00	3.1167	1.12546
t7	240	1.00	5.00	3.0625	1.19983
tave	240	1.00	5.00	3.1320	.94118
Valid N (listwise)	240				

### Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
e1	240	1.00	5.00	3.7042	.99370
e2	240	1.00	5.00	3.7625	1.13790
e3	240	1.00	5.00	3.7542	1.11381
e4	240	1.00	5.00	3.7958	1.01659
e5	240	1.00	5.00	3.7750	1.04671
e6	240	1.00	5.00	3.7625	1.10052
e7	240	1.00	5.00	3.8500	1.03617
eave	240	1.00	5.00	3.7720	.98707
Valid N (listwise)	240				

### Descriptive Statistics



	N	Minimum	Maximum	Mean	Std. Deviation
wcave	240	1.29	5.00	3.6636	.77097
pbave	240	1.00	5.00	3.4792	.82052
prave	240	.00	5.00	2.7832	.99576
jave	240	1.00	5.00	3.2006	.85111
tave	240	1.00	5.00	3.1320	.94118
eave	240	1.00	5.00	3.7720	.98707
overall	240	1.07	5.00	3.3381	.74279
Valid N (listwise)	240				

		N	Mean	Std. Deviation
wcave	21 to 30 years old	67	3.7463	.85158
	31 to 40 years old	156	3.6206	.75005
	41 to 50n years old	13	3.6823	.65566
	51 years old and above	4	3.8950	.53997
	Total	240	3.6636	.77097
pbave	21 to 30 years old	67	3.3134	.83780
	31 to 40 years old	156	3.5697	.81766
	41 to 50n years old	13	3.2846	.73321
	51 years old and above	4	3.3575	.52703
	Total	240	3.4792	.82052
prave	21 to 30 years old	67	2.5094	1.08361
	31 to 40 years old	156	2.8754	.96157
	41 to 50n years old	13	2.9554	.77901
	51 years old and above	4	3.2150	.68393
	Total	240	2.7832	.99576
jave	21 to 30 years old	67	3.0510	.86071
	31 to 40 years old	156	3.2619	.86299
	41 to 50n years old	13	3.1208	.66480



tave	51 years old and above	4	3.5725	.50763
	Total	240	3.2006	.85111
	21 to 30 years old	67	3.0430	.91846
	31 to 40 years old	156	3.1553	.96684
	41 to 50n years old	13	3.2308	.80743
	51 years old and above	4	3.3925	.87717
eave	Total	240	3.1320	.94118
	21 to 30 years old	67	3.9957	1.11178
	31 to 40 years old	156	3.6849	.94053
	41 to 50n years old	13	3.7146	.80540
	51 years old and above	4	3.6075	.75226
	Total	240	3.7720	.98707
overall	21 to 30 years old	67	3.2760	.73242
	31 to 40 years old	156	3.3611	.76277
	41 to 50n years old	13	3.3315	.62366
	51 years old and above	4	3.5050	.62196
	Total	240	3.3381	.74279

### ANOVA

	F	Sig.
wcave		
	Between Groups	.538
	Within Groups	.657
pbave	Total	
	Between Groups	1.837
	Within Groups	.141
prave	Total	
	Between Groups	2.564
	Within Groups	.055
	Total	



jave	Between Groups	1.256	.290
	Within Groups		
	Total		
tave	Between Groups	.378	.769
	Within Groups		
	Total		
eave	Between Groups	1.616	.186
	Within Groups		
	Total		
overall	Between Groups	.271	.846
	Within Groups		
	Total		

### Group Statistics

	Gender	N	Mean	Std. Deviation	Std. Error Mean
wcave	Male	152	3.7765	.77770	.06308
	Female	88	3.4686	.72277	.07705
pbave	Male	152	3.4990	.80180	.06503
	Female	88	3.4450	.85547	.09119
prave	Male	152	2.8128	.98253	.07969
	Female	88	2.7320	1.02186	.10893
jave	Male	152	3.2744	.84526	.06856
	Female	88	3.0731	.85086	.09070
tave	Male	152	3.2288	.88567	.07184
	Female	88	2.9648	1.01359	.10805
eave	Male	152	3.9766	.91561	.07427
	Female	88	3.4184	1.01088	.10776
overall	Male	152	3.4278	.71709	.05816
	Female	88	3.1833	.76481	.08153





		Levene's Test for Equality of Variances	
		F	Sig.
wcave	Equal variances assumed	.165	.685
	Equal variances not assumed		
pbave	Equal variances assumed	.208	.649
	Equal variances not assumed		
prave	Equal variances assumed	.185	.667
	Equal variances not assumed		
jave	Equal variances assumed	.024	.878
	Equal variances not assumed		
tave	Equal variances assumed	3.515	.062
	Equal variances not assumed		
eave	Equal variances assumed	2.411	.122
	Equal variances not assumed		
overall	Equal variances assumed	2.113	.147
	Equal variances not assumed		

	N	Mean	Std. Deviation



wcave	High School	2	3.9300	.70711
	Bachelor's	230	3.6713	.75439
	Degree			
	Master's Degree	8	3.3750	1.21966
	Total	240	3.6636	.77097
pbave	High School	2	3.7850	.10607
	Bachelor's	230	3.4957	.80750
	Degree			
	Master's Degree	8	2.9288	1.12780
	Total	240	3.4792	.82052
prave	High School	2	3.1400	.80610
	Bachelor's	230	2.7968	.99074
	Degree			
	Master's Degree	8	2.3025	1.15913
	Total	240	2.7832	.99576
jave	High School	2	2.5700	.60811
	Bachelor's	230	3.2242	.83725
	Degree			
	Master's Degree	8	2.6800	1.14260
	Total	240	3.2006	.85111
tave	High School	2	2.8550	1.61927
	Bachelor's	230	3.1520	.93055
	Degree			
	Master's Degree	8	2.6263	1.10219
	Total	240	3.1320	.94118
eave	High School	2	3.5000	1.51321
	Bachelor's	230	3.7856	.97150
	Degree			
	Master's Degree	8	3.4475	1.38392
	Total	240	3.7720	.98707
overall	High School	2	3.2950	.85560
	Bachelor's	230	3.3540	.72635
	Degree			
	Master's Degree	8	2.8913	1.11213
	Total	240	3.3381	.74279



**ANOVA**

		F	Sig.
wcave	Between Groups	.690	.503
	Within Groups		
	Total		
pbave	Between Groups	2.002	.137
	Within Groups		
	Total		
prave	Between Groups	1.083	.340
	Within Groups		
	Total		
jave	Between Groups	2.154	.118
	Within Groups		
	Total		
tave	Between Groups	1.297	.275
	Within Groups		
	Total		
eave	Between Groups	.528	.590
	Within Groups		
	Total		
overall	Between Groups	1.510	.223
	Within Groups		
	Total		

**Group Statistics**

	Levene's Test for Equality of Variances
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		F	Sig.
wcave	Equal variances assumed	3.592	.059
	Equal variances not assumed		
pbave	Equal variances assumed	.999	.319
	Equal variances not assumed		
prave	Equal variances assumed	2.111	.148
	Equal variances not assumed		
jave	Equal variances assumed	.754	.386
	Equal variances not assumed		
tave	Equal variances assumed	2.029	.156
	Equal variances not assumed		
eave	Equal variances assumed	2.350	.127
	Equal variances not assumed		
overall	Equal variances assumed	1.467	.227
	Equal variances not assumed		

	N	Mean	Std. Deviation
wcave	less than 10 years	225	3.6672
	10 to 20 years	11	3.4145



	21 years and above	4	4.1450	.48121
	Total	240	3.6636	.77097
	less than 10 years	225	3.4756	.83871
	10 to 20 years	11	3.5336	.50873
pbave	21 years and above	4	3.5350	.48432
	Total	240	3.4792	.82052
	less than 10 years	225	2.7788	1.01197
	10 to 20 years	11	2.6636	.67398
prave	21 years and above	4	3.3575	.72145
	Total	240	2.7832	.99576
	less than 10 years	225	3.1987	.85620
	10 to 20 years	11	3.1555	.87547
jave	21 years and above	4	3.4300	.58298
	Total	240	3.2006	.85111
	less than 10 years	225	3.1256	.94828
	10 to 20 years	11	3.1164	.83832
tave	21 years and above	4	3.5350	.93000
	Total	240	3.1320	.94118
	less than 10 years	225	3.7936	.99655
	10 to 20 years	11	3.2991	.73749
eave	21 years and above	4	3.8575	.88932
	Total	240	3.7720	.98707
	less than 10 years	225	3.3396	.75181
	10 to 20 years	11	3.1973	.58762
overall	21 years and above	4	3.6400	.63838
	Total	240	3.3381	.74279



**ANOVA**

		F	Sig.
wcave	Between Groups	1.360	.259
	Within Groups		
	Total		
pbave	Between Groups	.035	.965
	Within Groups		
	Total		
prave	Between Groups	.745	.476
	Within Groups		
	Total		
jave	Between Groups	.160	.852
	Within Groups		
	Total		
tave	Between Groups	.372	.690
	Within Groups		
	Total		
Eave	Between Groups	1.335	.265
	Within Groups		
	Total		
Overall	Between Groups	.526	.591
	Within Groups		
	Total		



Appendix E

**CERTIFICATION OF STATISTICAL TREATMENT**

**Certification of Statistical Treatment**

This is to certify that the Master's Thesis entitled "**Level of Job Satisfaction Among Employees of Verizon Communications Philippines Inc.: Basis for Developing an Improvement Plan**" of **Mr. Renz Aloysius A. Ignacio**, was statistically analyzed by the undersigned.

---

**Jay P. Cabrera, CPA, Ph.D.**  
Statistician

Noted:

---

**Dr. Eduardo C. Zialcita**  
Dean of Graduate School of Business



Appendix F

**CERTIFICATION OF EDITING**

**Certification of Editing**

This is to certify that the thesis entitled “**Level of Job Satisfaction Among Employees of Verizon Communications Philippines Inc.; Basis for Developing an Improvement Plan**” of **Mr. Renz Aloyius A. Ignacio** was edited / read by the undersigned.

---

**Dr. Helen G. Trinidad**  
Editor / Reader

Noted:

---

**Dr. Eduardo C. Zialcita**  
Dean of Graduate School of Business





**RENZ ALOYSIUS A. IGNACIO**  
#19 R De Leon St., Martinville Subd.  
Las Piñas City  
+639985507855  
renzalloysius@yahoo.com

### EXECUTIVE SUMMARY

- Managed and Led incident management team for dedicated project accounts
- Extensive experience dealing with critical incidents, SLA requirements and interfacing directly with customers
- Manage, escalate, status, and assist, coordinating repair efforts on Service Assurance issues
- Managed critical customer site outage resolutions
- Worked with other vendors and engineering disciplines as necessary for each project
- Hands-on technical experience in Avaya Call Management System, and Avaya Call Center Configuration, Avaya Basic Call Management, Avaya Voice Portal, Avaya Interaction Center and Avaya Communication Manager.
- Expertise in Avaya CMS Report Interpretation and Customization
- Worked in a Project team deployment of Avaya PABX call center configuration with integration to Call Management System and Avaya Voice Portal
- An Avaya Certified Expert for IP Telephony implementation and design.
- Experience in maintaining and implementing Information and Security process on the operations/project perspective.
- Experience in Vendor, Implementation, Incident and Change management.
- Basic technical experience on Cisco Switches and Routers

### EDUCATION

2015 – Present UNIVERSITY OF PERPETUAL HELP SYSTEM DALTA  
**Master of Business Administration**



2003 – 2006

MAPUA INSTITUTE OF TECHNOLOGY  
**Bachelor of Science in Information Technology**

### **AREAS OF SPECIALIZATION**

#### **By Software Platform**

- Operating System  
Windows 95 / 98 / NT / Windows 2000 / 2003 / Windows XP / Windows Vista / Windows 7  
Sun Solaris Sparc 9; Sun Solaris Sparc 10
- Programming Languages  
Visual Basic 6  
C/C++  
Java  
HTML

#### **By Hardware Platform**

- Avaya Call Management System
- Avaya Voice Portal
- Avaya Communication Manager
- Avaya Interaction Center
- Cisco ICM/PG
- Verint Ultra
- Voice Link

#### **By Discipline**

- Hardware and software installation
- Maintenance Technical Support
- Product Demonstration
- System Operation
- Technical Training
- Information security and Compliance
- Problem Management
- Change Management

### **CERTIFICATIONS**

June 2008

**CONVERGENCE TECHNOLOGIES PROFESSIONAL 2007 (CTP 2007)**



January 2009

**AVAYA CERTIFIED ASSOCIATE (ACA) – CALL CENTER**

December 2009

**AVAYA CERTIFIED ASSOCIATE (ACA) – IP TELEPHONY  
IMPLEMENTATION**

February 2009

**AVAYA CERTIFIED ASSOCIATE (ACA) – IP TELEPHONY**

March 2009

**AVAYA CERTIFIED ASSOCIATE (ACA) – VOICE PORTAL  
IMPLEMENTATION**

February 2009

**AVAYA CERTIFIED SPECIALIST - IP TELEPHONY DESIGN  
(IMPLEMENTATION)**

February 2010

**AVAYA CERTIFIED SPECIALIST - IP TELEPHONY  
IMPELEMENTATION AND SUPPORT**

February 2010

**AVAYA CERTIFIED EXPERT - IP TELEPHONY IMPLEMENTATION  
AND DESIGN**

November 2012

**ITIL V3 FOUNDATION CERTIFIED**

July 2013

**ACIS - AVAYA AURA COMMUNICATION MANAGER AND CM  
MESSAGING - EMBEDDED (R6.x) CERTIFICATE**

July 2013

**ACSS - AVAYA AURA COMMUNICATION MANAGER AND CM  
MESSAGING - EMBEDDED CERTIFICATE**



## PROFESSIONAL EXPERIENCE

### Period of Employment – Position/Functions

June 2014 – Present

Verizon Business

Northgate Cyberzone, Alabang, Muntinlupa City

#### **Lead Network Engineer – Level/Tier 1 Support for Honeywell**

June 2014 – Present

- Quickly responds to all notifications of unplanned service interruptions from the customer
- Provides the highest level of technical, proactive, and reactive customer support
- Provides ultimate ownership and responsibility for end to end incident management activities
- Support and Troubleshooting of Cisco routing and switching protocols for LAN(VLAN) and WAN(OSPF,BGP)
- Provides support with Voice operations team for escalated issues
- Provides support with Data operations, hardware issues/replacement like fan, power supply and hard disk replacements
- Meets and coordinates in regular manner for technical updates, issues and resolutions with the Level/Tier 1 Network Operations team
- Responsible for engaging local providers Europe and United States of America that supports Honeywell to aid in trouble diagnosis and repair
- Responsible for running outage teleconference bridges effectively and professionally
- Responsible for taking customer calls, customer escalations and working with them to understand technical related issues
- Ensures to meet customer satisfaction and meets Service level agreement

#### **Lead Consultant – Level/Tier 1 Support for Morgan Stanley**

October 2012 – June 2014

- Support and Troubleshooting of Avaya Call Manager
- Support and Troubleshooting of Cisco routing and switching protocols for LAN(VLAN) and WAN(OSPF,BGP)
- Providing support with Voice operations team for escalated issues
- Providing support with Data operations, hardware issues/replacement like fan, power supply and hard disk replacements
- Resolving issues with Phone sets, fax issues and related administration Avaya PBX issues



- Providing support for Asterisk Voice Mail system
- Meets and coordinates in regular manner for technical updates, issues and resolutions with the Level/Tier 1 Voice Operations team
- Responsible for engaging Sprint, AT&T, Verizon and Local Telecommunications company in United States of America that supports Morgan Stanley to aid in trouble diagnosis and repair
- Responsible for running outage teleconference bridges effectively and professionally
- Responsible for taking customer calls, customer escalations and working with them to understand technical related issues
- Ensures to meet customer satisfaction and meets Service level agreement

December 2010 – October 2012

NxGen Inc.

Hanston Bldg. Pasig City

**Senior Technical Consultant (Direct Contract for Citibank) – Global Voice Operations - Level 3 Support for Citibank**

- Troubleshooting and Maintenance of Avaya Call Management System (CMS)
- Customization of Reports for Avaya Call Management System
- Troubleshooting and Maintenance of Avaya Basic Call Management System (BCMS/BCMR)
- Support and Troubleshooting of Avaya Communication Manager 4.0-5.2 (Avaya PBX)
- Support, Troubleshooting and Maintenance of Avaya Voice Portal (AVP)
- Support, Troubleshooting and Maintenance of Avaya Interaction Center (AIC)
- Support, Troubleshooting and Maintenance of Cisco ICM/PG
- Conducting User training
- Assisting APAC CITIPHONE and CITISERVICE officers/agents in Interpreting and Generating CMS reports

October 2008 – November 2010

NxGen Communications Pte Ltd

#31 Kaki Bukit Road 3 Singapore

**Technical Consultant/Project Engineer**

- Implementation, Troubleshooting and Maintenance of Avaya Call Management System (CMS)
- Customization of Reports for Avaya Call Management System



- Implementation, Troubleshooting and Maintenance of Avaya Basic Call Management System (BCMS/BCMR)
- Implementation and Troubleshooting of Avaya Communication Manager 4.0-5.2 (Avaya PBX)
- Implementation and Troubleshooting of IP/Digital Phones
- Implementation, Troubleshooting and Maintenance of Avaya Voice Portal
- Implementation, Troubleshooting and Maintenance of QMC Wallboard
- Part of the Project Group in which includes Installation and Commissioning of the system.
- Performing Maintenance and fault resolution
- Conducting User training
- Assisting Call Center Clients in Interpreting and Generating CMS reports
- Provide User's Training for BCMS Vu software.

May 21, 2007 - October 2008

Diversified Technology Solutions International Inc.

PBCom Tower, Ayala, Makati City

**Converged Solutions Engineer/Application Engineer**

- Implementation, Troubleshooting and Maintenance of Avaya Call Management System (CMS)
- Implementation, Troubleshooting and Maintenance of Avaya Basic Call Management System (BCMS/BCMR)
- Customization of Reports for Avaya Call Management System
- Implementation, Troubleshooting and Maintenance of Verint Ultra 9.3 and Ultra 10 System
- Implementation, Troubleshooting and Maintenance of Voice Link Server and Client / Voice Link Express
- IT Administration/Management
- Network Administration
- Basic Implementation and Troubleshooting of Avaya Communication Manager 3-4
- Basic Implementation and Troubleshooting of IP/Digital Phones
- Part of the Project Group in which includes Installation and Commissioning of the system
- Performing Maintenance and fault resolution
- Assisting Call Center Clients in Interpreting and Generating CMS reports



**PROJECT COMPLETED**  
***NxGen Communications Pte. Ltd.***

**Citibank**

Installation and Maintenance of Avaya Call Management System R15,  
R14  
CMS Designer Report, customized CMS report  
Report customization from Nortel Symposium to Avaya CMS  
Support for Citiphone and Citiservice Call Center  
Support and Maintenance for CMS Regional, CMS CET and CMS Xilinx  
Installation and Maintenance of Avaya Voice Portal 4, 5  
Administration and Maintenance of Avaya Communication Manager 5

**OCBC**

Installation and Maintenance of Avaya Call Management System R15  
CMS Designer Report, customized CMS report  
Report customization from Nortel Symposium to Avaya CMS

**Changi General Hospital**

Installation and Maintenance of Avaya Call Management System R16

**Buck Consultants**

Installation and Maintenance of Avaya Basic Call Management System  
R2  
Installation and Maintenance of Avaya Call Management System R16

**Teledirect Pte Ltd.**

Installation and Maintenance of Avaya Call Management System R15  
CMS Designer Report, customized CMS report

***Diversified Technology Solutions International Inc.***

**PeopleSupport Call Center**

Installation and Maintenance of Verint Ultra 9

**Blue Bean Inc. Call Center**

Installation and Maintenance of Avaya Call Management System R13  
CMS Designer Report, customized CMS report.

**LBC**

Installation and Maintenance of Avaya Call Management System R14



CMS Designer Report, customized CMS report.

**Singapore Airlines**

Installation and Maintenance of Avaya Basic Call Management System  
R2

**United Coconut Planters Bank**

Installation and Maintenance of Voice Link Express

**KGB Philippines Call Center**

Installation and Maintenance of Avaya Call Management R13

**Medicard**

Installation and Maintenance of Avaya Call Management R13  
CMS Designer Report, customized CMS report.

**PLDT**

Installation and Maintenance of Avaya Call Management R13  
Installation and Maintenance of Verint Ultra 9

**Smart**

Installation and Maintenance of Avaya Call Management R13

**Globe**

Installation and Maintenance of Avaya Call Management R13

**Digitel**

Installation and Maintenance of Avaya Voice Portal 4

**TRAININGS ATTENDED**

SA-239: Intermediate System Administration for the Solaris 9 Operating  
System

Authorized Sun Education Center - Mapua IT, Makati City  
April – June 2006 (54 hours)

JAVA Programming II: SL-275 Java Programming Language

Authorized Sun Education Center - Mapua IT, Makati City  
January – March 2006 (54hours)

JAVA Programming I: SL-275 Java Programming Language

Authorized Sun Education Center - Mapua IT, Makati City  
October – December 2005 (54 hours)





SA-119: UNIX Essentials featuring the Solaris 9 Operating System  
Authorized Sun Education Center - Mapua IT, Makati City  
July - October 2005 (54 hours)

Cisco Certified Network Associate (CCNA) 4: WAN Technologies  
Cisco Regional Academy- Mapua IT, Makati City  
January – March 2006 (108 hours)  
Cisco Certified Network Associate (CCNA) 3: Switching Basics and Intermediate Routing  
Cisco Regional Academy- Mapua IT, Makati City  
October – December 2005 (108 hours)

Cisco Certified Network Associate (CCNA) 2: Routers and Routing Basics  
Cisco Regional Academy- Mapua IT, Makati City  
July - October 2005 (108 hours)

Cisco Certified Network Associate (CCNA) 1: Networking Basics  
Cisco Regional Academy- Mapua IT, Makati City  
April – June 2005 (108 hours)

Verint Powering Actionable Intelligence Solutions: Verint Ultra 10 Technical Training  
Verint Regional Academy – Wanchai, Hong Kong  
December 17 – 20, 2007 (32 hours)

Avaya Call Management System: Avaya CMS Basic Administration Training  
Diversified Technology Solutions International Inc. – PBCOM Tower, Ayala, Makati City  
August 2007 (40 hours)

Avaya Call Management System: Avaya CMS Supervisor Training  
Diversified Technology Solutions International Inc. - PBCOM Tower, Ayala, Makati City  
September 2007 (40 hours)

Avaya Communication Manager 3.0: Avaya CM 3.0 Basic Administration Training  
Diversified Technology Solutions International Inc. - PBCOM Tower, Ayala, Makati City  
August 2007 (40 hours)



Avaya TDM Overview – 00004762VZE338613  
Verizon Communications Philippines Inc. – Northgate Cyberzone, Alabang,  
Muntinlupa City  
October 2012

ITIL Bridge Foundations: Online Course – ELK4517ELK260500  
Verizon Communications Philippines Inc. – Northgate Cyberzone, Alabang,  
Muntinlupa City  
November 2012

Avaya Aura Communication Manager and CM Messaging - Administration  
(ACSS 3100)  
TrendsNet Inc., Education Centre - Trafalgar Plaza, Makati City  
April 2013 (40 hours)

Avaya Aura Communication Manager and CM Messaging - Embedded  
Maintenance and troubleshooting (ACSS 3101)  
TrendsNet Inc., Education Centre - Trafalgar Plaza, Makati City  
April 2013 (40 hours)  
Avaya Aura Communication Manager and CM Messaging R6 –  
Implementation exam (ACSS 6002)  
TrendsNet Inc., Education Centre - Trafalgar Plaza, Makati City  
April 2013 (40 hours)

Unconscious Bias – Leadership training  
Verizon Communications Philippines Inc. – Northgate Cyberzone, Alabang  
Muntinlupa  
March 2017 (4 hours)



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